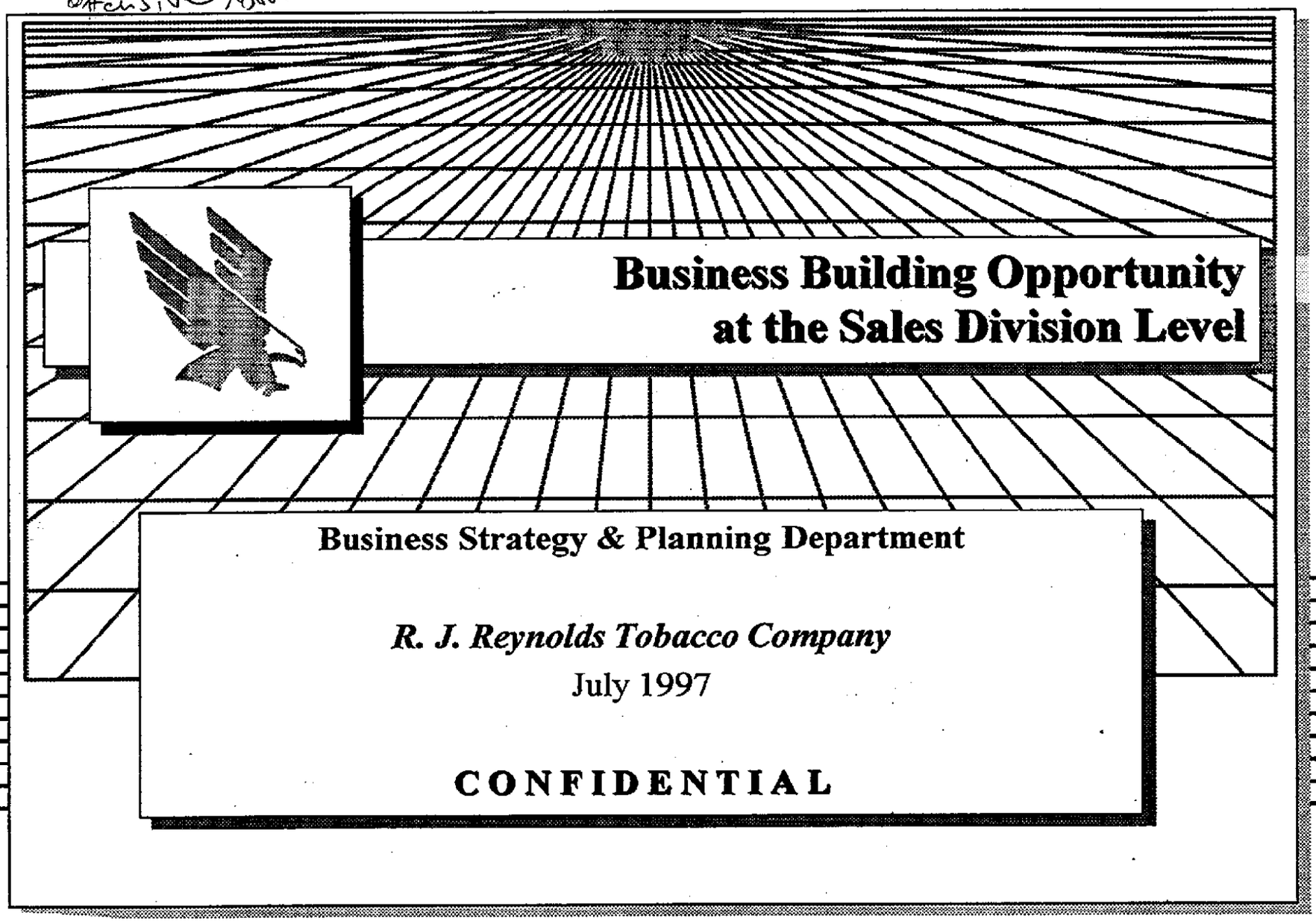
Division targeting for offensive resource allocation



Business Building Opportunity at the Sales Division Level

Business Strategy & Planning Department

R. J. Reynolds Tobacco Company

July 1997

CONFIDENTIAL

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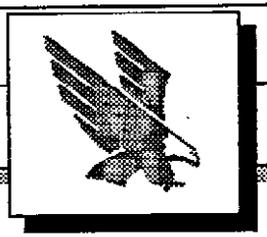
Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000



Divisional Business Building Opportunities

Presentation Outline

- Understanding Promotion Objectives and Opportunity.
- Evaluating Brand Growth Opportunities at the Sales Divison Level.
- Areas of Application.

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunities

Understanding Promotion Objectives & Opportunity

Evaluating Growth Potential

- Growth opportunity is not easily assessed using AIM data:
  - Share/BDI measure retention needs.
  - Not direct indicators of growth opportunity.
- Workplan is an offensive program focused around brand growth opportunities.

Dimension	Retention Need	Business Building Growth Opportunity
Major Focus	Hold onto Current Buyers & Volume	Increase Buyer Puchasing/ Expand the Buyer Base
Key Indicators	Share-of-Market (SOM)	Buyer Dynamics/Share of Requirements.
Important Objectives	Protect the Franchise Retain Volume	Obtain Product Trial/ Facilitate Conversion/ Increase Share of Reqmts.
Primary Promotion Approaches	Price Gap Defense Franchise Reward Programs	Workplan Promotions/ Approaches targeted to Competitive Buyers (e.g., Catalina, Direct Mktg).

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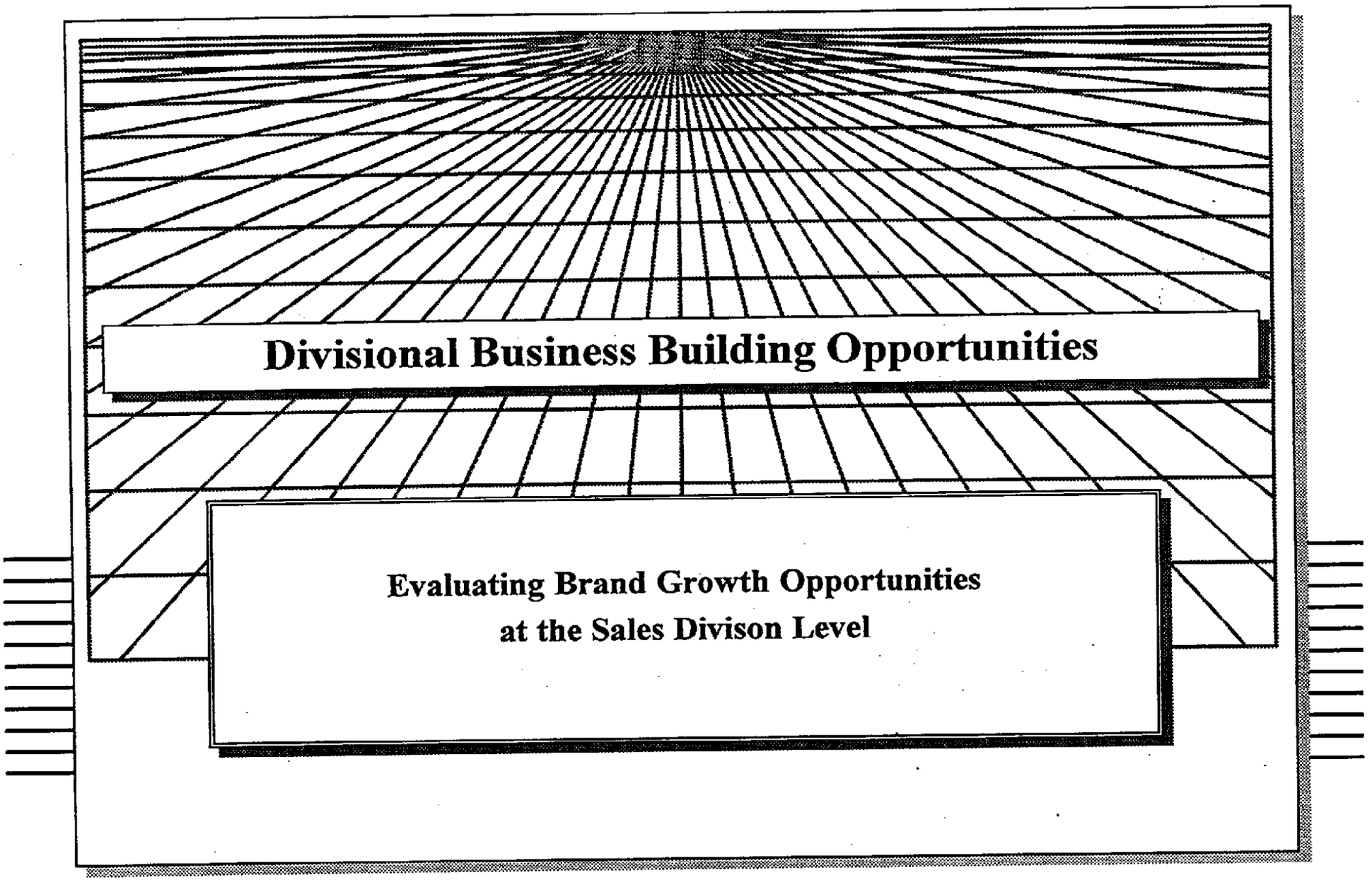
Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000



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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunities

BACKGROUND

- Regional Business Building Opportunity information is used as a strategic input into brand plans.
- Sales Divisional information would provide additional actionability from a tactical perspective.
- However, the data used to quantify opportunity is not available at this geographic level.
- An approach was developed to estimate divisional opportunities.

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunities

OPPORTUNITY MODELS

Y= a + bX [Model]

REGIONAL
Business Building Opportunity

MARLIN
Sales & Share Information

DIVISIONAL
Business Building Opportunity

AIM
Sales & Share Information

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunities

MODEL VALIDATION

- Divisional estimates were validated using a simple procedure.
- Divisional predictions were rolled up to the region level and correlated with BBO estimates at the region level from Tracker.
- The results were a good correspondence with Tracker estimates of brand growth opportunity.
- These models can be used to identify divisional opportunities.

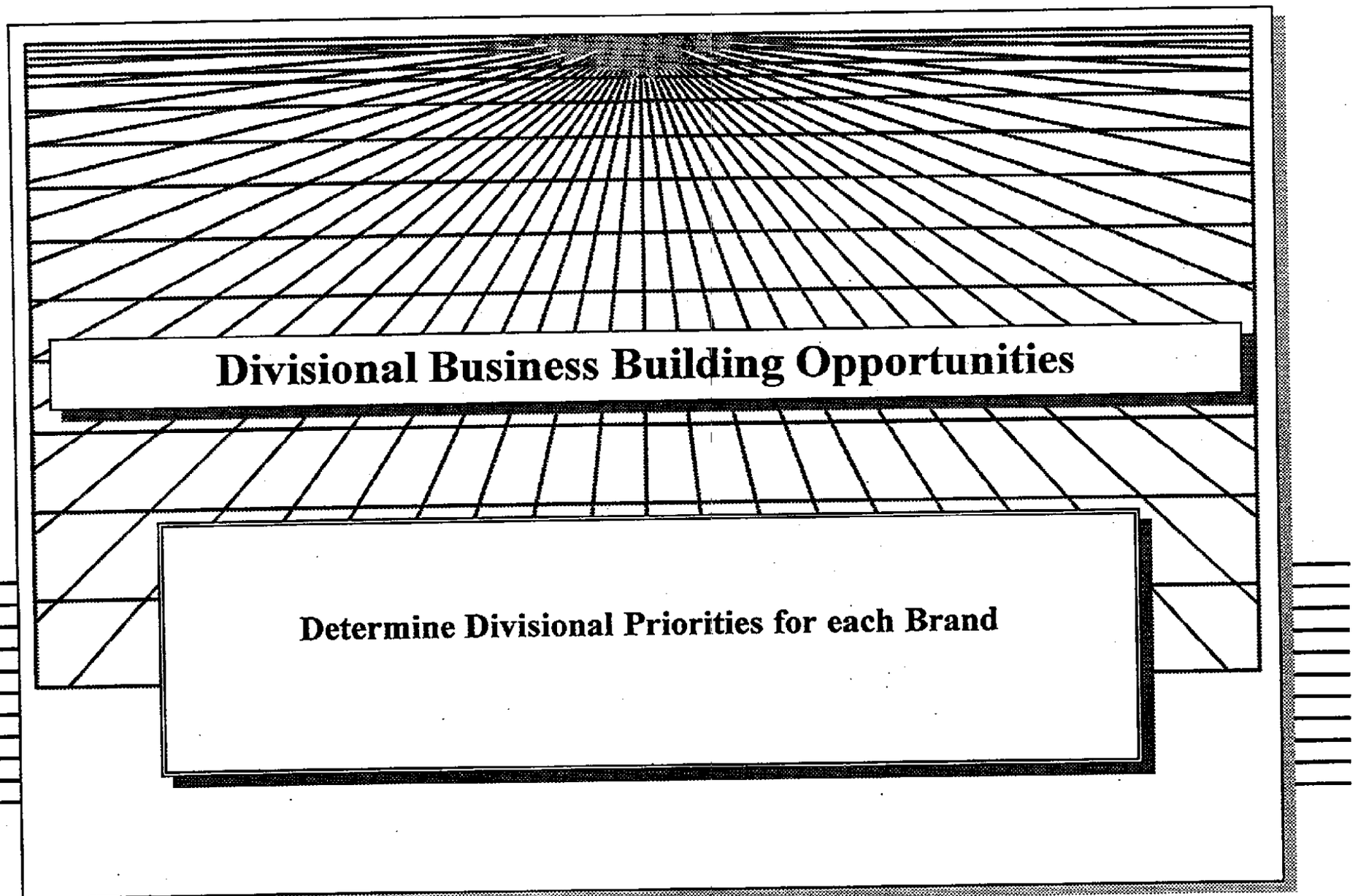
Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunities

APPLICATIONS

- Determine Divisional Priorities for each Brand.
- Develop Divisional Brand Support Strategies.
- Formulate Divisional Workplan Promotion Allocation Recommendations.

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000



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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunities

DIVISIONAL OPPORTUNITY RANKS

- The first step is to determine the growth opportunity among the divisions for each brand.

- This provides a number of advantages:

  - Focus offensive retail marketing programs where they have the most potential to convert buyers and volume.
  - Guide direct marketing efforts.
  - Direct sales attention to divisions where the greatest results are likely to occur on a brand.

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Camel 5/19/97

	Ranked on:	%Total U.S. Upside Opportunity				
				Camel Model Applied to:		
Rank	Region	Division	Division #	Total U.S. %	%Tot Up Stks	Cum %
1	Seattle	Portland	5628	2.11%	2.12%	2.11%
2	Seattle	Spokane	5630	1.83%	1.83%	3.95%
3	Denver	Tulsa	6631	1.63%	1.63%	5.57%
4	No. California	San Francisco	5124	1.48%	1.48%	7.06%
5	Boston	Portland ME	1122	1.37%	1.37%	8.42%
6	Cincinnati	Indianapolis	1838	1.36%	1.36%	9.79%
7	Seattle	Boise	5634	1.36%	1.36%	11.15%
8	Minneapolis	Billings	6338	1.33%	1.33%	12.48%
9	No. California	Bakersfield	5121	1.33%	1.33%	13.80%
10	Denver	E. Oklahoma City	6633	1.27%	1.27%	15.08%
11	Denver	Omaha	6629	1.26%	1.26%	16.33%
12	Pittsburgh	Canton OH	1729	1.25%	1.25%	17.58%
13	Houston	Phoenix	5829	1.24%	1.24%	18.82%
14	Seattle	S. Seattle	5626	1.20%	1.20%	20.02%
15	No. California	Fresno	5130	1.18%	1.18%	21.20%
16	Pittsburgh	N. Pittsburgh	1730	1.16%	1.16%	22.39%
17	Chicago	Des Moines	6239	1.17%	1.17%	23.55%
18	Pittsburgh	Harrisburg	1736	1.16%	1.16%	24.72%
19	Minneapolis	St. Paul	6324	1.16%	1.16%	25.88%
20	Denver	Kansas City	6625	1.14%	1.14%	27.02%
21	Denver	Denver	6632	1.14%	1.14%	28.16%
22	Cincinnati	Columbus	1824	1.10%	1.10%	29.26%
23	Buffalo	Syracuse	1622	1.09%	1.09%	30.35%
~~24~~	~~Chicago~~	~~Davenport~~	~~6290~~	~~1.09%~~	~~1.09%~~	~~31.44%~~
25	Minneapolis	Minneapolis	6326	1.08%	1.08%	32.52%
26	Seattle	Salt Lake City	5631	1.06%	1.06%	33.58%
27	Cincinnati	Lexington	1834	1.05%	1.05%	34.63%
28	Cincinnati	Louisville	1837	1.03%	1.03%	35.66%
29	Buffalo	Buffalo	1626	1.01%	1.01%	36.67%
30	Houston	Abilene	5834	1.01%	1.01%	37.69%
31	So. California	Riverside	5428	1.00%	1.00%	38.68%
32	Atlanta	Panama City FL	2230	0.99%	0.99%	39.67%
33	Detroit	Ft. Wayne	6737	0.99%	0.99%	40.66%
34	Cincinnati	Cincinnati	1828	0.98%	0.98%	41.64%
35	St. Louis	Little Rock	6923	0.97%	0.97%	42.61%
36	Pittsburgh	S. Pittsburgh	1732	0.97%	0.97%	43.58%
37	Florida	Sarasota	2332	0.96%	0.96%	44.54%
38	Houston	El Paso	5836	0.95%	0.95%	45.50%
39	Buffalo	Albany	1623	0.95%	0.95%	46.44%
40	Florida	Orlando	2335	0.95%	0.95%	47.39%
41	Dallas	Jackson	2629	0.94%	0.94%	48.33%
42	Philadelphia	Baltimore	1322	0.94%	0.94%	49.27%
43	Dallas	Shreveport	2636	0.93%	0.93%	50.20%
44	Minneapolis	Fargo	6336	0.93%	0.93%	51.13%
45	Dallas	Lafayette	2635	0.92%	0.92%	52.05%
46	Minneapolis	Green Bay	6322	0.92%	0.92%	52.97%
47	No. California	San Jose	5128	0.90%	0.90%	53.87%
48	Richmond	Charleston WV	2936	0.89%	0.90%	54.76%
49	So. California	San Diego	5430	0.89%	0.89%	55.65%
50	Winston-Salem	Knoxville	2135	0.89%	0.89%	56.54%
51	Florida	Tampa	2326	0.88%	0.88%	57.42%
52	St. Louis	Paducah	6937	0.88%	0.88%	58.30%
53	St. Louis	Memphis	6925	0.87%	0.87%	59.17%
54	Chicago	E. Chicago	6224	0.87%	0.87%	60.05%
55	Buffalo	Nashua NH	1638	0.86%	0.86%	60.91%
56	Winston-Salem	Winston-Salem	2126	0.86%	0.86%	61.76%
57	St. Louis	St. Louis	6924	0.85%	0.85%	62.61%
58	Houston	San Antonio	5832	0.85%	0.85%	63.46%
59	Minneapolis	Sioux Falls	6334	0.84%	0.84%	64.30%
60	Detroit	Grand Rapids	6722	0.82%	0.82%	65.12%
61	Dallas	Dallas	2625	0.82%	0.82%	65.94%
62	So. California	San Fernando Val	5426	0.81%	0.81%	66.75%
63	Richmond	Alexandria	2926	0.81%	0.81%	67.56%

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Camel Pg 2.

64	Florida	Jacksonville	2337	0.81%	0.81%	68.37%
65	Pittsburgh	Cleveland	1733	0.81%	0.81%	69.17%
66	Houston	Austin	5831	0.80%	0.80%	69.98%
67	Atlanta	Macon	2233	0.80%	0.80%	70.78%
68	St. Louis	Nashville	6939	0.79%	0.79%	71.57%
69	Florida	West Palm Beach	2328	0.78%	0.78%	72.35%
70	Winston-Salem	Charlotte	2137	0.78%	0.78%	73.13%
71	Winston-Salem	Raleigh	2124	0.77%	0.77%	73.90%
72	Winston-Salem	Asheville	2127	0.76%	0.76%	74.66%
73	Atlanta	S. Atlanta	2228	0.76%	0.76%	75.42%
74	Dallas	New Orleans	2637	0.76%	0.76%	76.18%
75	No. California	Oakland	5126	0.76%	0.76%	76.94%
76	Chicago	Milwaukee	6232	0.76%	0.76%	77.69%
77	Richmond	Roanoke	2925	0.75%	0.75%	78.44%
78	Winston-Salem	Charleston SC	2133	0.74%	0.74%	79.18%
79	Richmond	Norfolk	2927	0.72%	0.72%	79.91%
80	Atlanta	N Atlanta	2226	0.72%	0.72%	80.63%
81	So. California	San Gabriel	5424	0.72%	0.72%	81.35%
82	Boston	Hartford	1131	0.72%	0.71%	82.06%
83	Atlanta	Birmingham	2224	0.71%	0.71%	82.77%
84	Detroit	Lansing	6732	0.71%	0.71%	83.48%
85	Richmond	Fayetteville	2934	0.68%	0.68%	84.16%
86	Atlanta	Huntsville	2232	0.68%	0.68%	84.84%
87	Detroit	Flint	6724	0.68%	0.68%	85.52%
88	Dallas	Ft. Worth	2628	0.67%	0.67%	86.20%
89	So. California	W. Los Angeles	5425	0.67%	0.67%	86.87%
90	Chicago	W. Chicago	6230	0.67%	0.67%	87.54%
91	Houston	S. Houston	5828	0.67%	0.67%	88.21%
92	Philadelphia	Philadelphia	1326	0.66%	0.66%	88.87%
93	Houston	N. Houston	5826	0.65%	0.65%	89.52%
94	Chicago	C. Chicago	6234	0.65%	0.65%	90.17%
95	Boston	S. Boston	1128	0.64%	0.64%	90.81%
96	Boston	New Bedford	1130	0.62%	0.62%	91.43%
97	Philadelphia	N. Philadelphia	1332	0.62%	0.62%	92.05%
98	Florida	Miami	2330	0.61%	0.61%	92.66%
99	Philadelphia	S. Jersey	1334	0.61%	0.61%	93.27%
~~100~~	~~Seattle~~	~~Alaska~~	~~5692~~	~~0.58%~~	~~0.58%~~	~~93.85%~~
101	Boston	N. Boston	1126	0.57%	0.57%	94.42%
102	New York	Manhattan	1224	0.56%	0.56%	94.98%
~~103~~	~~No. California~~	~~Hawaii~~	~~5192~~	~~0.55%~~	~~0.55%~~	~~95.52%~~
104	Philadelphia	Central Jersey	1330	0.54%	0.54%	96.07%
105	Detroit	E. Detroit	6728	0.52%	0.52%	96.59%
106	New York	Nassau	1223	0.51%	0.51%	97.09%
107	New York	Yonkers	1222	0.50%	0.50%	97.59%
108	New York	Queens	1229	0.49%	0.49%	98.08%
109	Detroit	W. Detroit	6730	0.49%	0.49%	98.57%
110	New York	Jersey City	1221	0.48%	0.48%	99.05%
111	New York	N. Jersey	1226	0.47%	0.47%	99.53%
112	New York	Brooklyn	1225	0.47%	0.47%	100.00%

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

5/19/97

	WINSTON				
	Ranked on:	%Total U.S. Upside Opportunity			
Rank	Region	Division	Div #	Upside Sticks	Upstks %US
1	Cincinnati	Indianapolis	1838	36,722	1.92%
2	Richmond	Fayetteville	2934	30,686	1.61%
3	Richmond	Charleston WV	2936	30,342	1.59%
4	St. Louis	St. Louis	6924	30,222	1.58%
5	Winston-Salem	Raleigh	2124	30,109	1.58%
6	Cincinnati	Cincinnati	1828	28,409	1.49%
7	Buffalo	Syracuse	1622	28,267	1.48%
8	Richmond	Norfolk	2927	27,878	1.46%
9	Buffalo	Buffalo	1626	27,124	1.42%
10	Pittsburgh	Canton OH	1729	27,096	1.42%
11	Winston-Salem	Charlotte	2137	26,993	1.41%
12	Winston-Salem	Winston-Salem	2126	26,969	1.41%
13	Winston-Salem	Asheville	2127	26,768	1.40%
14	Cincinnati	Columbus	1824	26,033	1.36%
15	Winston-Salem	Knoxville	2135	26,006	1.36%
16	Dallas	New Orleans	2637	25,268	1.32%
17	Denver	Denver	6632	24,988	1.31%
18	St. Louis	Nashville	6939	24,868	1.30%
19	Pittsburgh	Cleveland	1733	24,583	1.29%
20	Detroit	Ft. Wayne	6737	24,137	1.27%
21	Chicago	E. Chicago	6224	23,928	1.25%
22	Cincinnati	Louisville	1837	23,163	1.21%
23	Winston-Salem	Charleston SC	2133	23,102	1.21%
24	Houston	Phoenix	5829	22,900	1.20%
25	St. Louis	Paducah	6937	22,821	1.20%
26	Richmond	Alexandria	2926	22,032	1.15%
27	Atlanta	N Atlanta	2226	21,942	1.15%
28	Detroit	Grand Rapids	6722	21,006	1.10%
29	Denver	Kansas City	6625	20,901	1.10%
~~30~~	~~Chicago~~	~~Davenport~~	~~6238~~	~~20,578~~	~~1.08%~~
31	Pittsburgh	Harrisburg	1738	20,272	1.06%
32	Dallas	Dallas	2625	20,104	1.05%
33	Chicago	W. Chicago	6230	19,886	1.04%
34	Denver	Tulsa	6631	19,870	1.04%
35	Chicago	Milwaukee	6232	19,820	1.04%
36	Detroit	Lansing	6732	19,777	1.04%
37	Cincinnati	Lexington	1834	19,599	1.03%
38	Minneapolis	Minneapolis	6326	19,575	1.03%
39	Pittsburgh	N. Pittsburgh	1730	19,476	1.02%
40	Florida	Tampa	2326	19,456	1.02%
41	Atlanta	Birmingham	2224	19,151	1.00%
42	St. Louis	Memphis	6925	19,100	1.00%
43	Richmond	Roanoke	2925	18,902	0.99%
44	St. Louis	Little Rock	6923	18,648	0.98%
45	Florida	Sarasota	2332	18,642	0.98%
46	Florida	Jacksonville	2337	18,332	0.96%
47	Dallas	Ft. Worth	2628	18,269	0.96%
48	Philadelphia	S. Jersey	1334	17,712	0.93%
49	Philadelphia	N. Philadelphia	1332	17,603	0.92%
50	Florida	Orlando	2335	17,436	0.91%
51	Atlanta	S. Atlanta	2228	17,116	0.90%
52	Boston	Hartford	1131	16,880	0.88%
53	Houston	S. Houston	5828	16,578	0.87%
54	Atlanta	Huntsville	2232	16,513	0.87%
55	Atlanta	Macon	2233	16,105	0.84%
56	Buffalo	Nashua NH	1638	15,907	0.83%
57	Detroit	Flint	6724	15,886	0.83%
58	Philadelphia	Philadelphia	1326	15,882	0.83%
59	Dallas	Shreveport	2636	15,847	0.83%
60	Boston	N. Boston	1126	15,630	0.83%
61	Detroit	E. Detroit	6728	15,638	0.82%

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Winston Pg 2

62	Florida	Miami	2330	15,564	0.82%
63	Seattle	S. Seattle	5626	15,539	0.81%
64	Florida	West Palm Beach	2328	15,129	0.79%
65	Denver	E. Oklahoma City	6633	15,075	0.79%
66	Philadelphia	Central Jersey	1330	15,074	0.79%
67	Boston	S. Boston	1128	14,918	0.78%
68	Boston	New Bedford	1130	14,868	0.78%
69	Dallas	Lafayette	2635	14,591	0.76%
70	New York	Queens	1229	14,489	0.76%
71	Chicago	C. Chicago	6234	14,449	0.76%
72	Houston	N. Houston	5826	14,422	0.76%
73	Minneapolis	Green Bay	6322	14,348	0.75%
74	Detroit	W. Detroit	6730	14,244	0.75%
75	Pittsburgh	S. Pittsburgh	1732	14,112	0.74%
76	Houston	San Antonio	5832	13,968	0.73%
77	No. California	Bakersfield	5121	13,544	0.71%
78	Denver	Omaha	6629	13,434	0.70%
79	So. California	W. Los Angeles	5425	13,372	0.70%
80	New York	Nassau	1223	13,343	0.70%
81	Buffalo	Albany	1623	12,686	0.66%
82	Dallas	Jackson	2629	12,651	0.66%
83	New York	Brooklyn	1225	12,023	0.63%
84	Minneapolis	St. Paul	6324	11,650	0.61%
85	New York	Manhattan	1224	11,618	0.61%
86	New York	N. Jersey	1226	11,480	0.60%
87	New York	Yonkers	1222	11,209	0.59%
88	Houston	Austin	5831	11,092	0.58%
89	No. California	Oakland	5126	11,066	0.58%
90	Seattle	Portland	5628	11,065	0.58%
91	No. California	San Francisco	5124	11,007	0.58%
~~92~~	~~No. California~~	~~Hawaii~~	~~5132~~	~~10,980~~	~~0.58%~~
93	So. California	San Fernando Val	5426	10,969	0.57%
94	New York	Jersey City	1221	10,677	0.56%
95	So. California	San Gabriel	5424	10,373	0.54%
96	Atlanta	Panama City FL	2230	10,051	0.53%
97	No. California	San Jose	5128	9,678	0.51%
98	Seattle	Spokane	5630	9,504	0.50%
99	So. California	San Diego	5430	9,156	0.48%
100	Minneapolis	Sioux Falls	6334	9,018	0.47%
101	Seattle	Salt Lake City	5631	8,999	0.47%
102	No. California	Fresno	5130	8,924	0.47%
103	Minneapolis	Fargo	6336	8,463	0.44%
104	Minneapolis	Billings	6338	8,441	0.44%
105	So. California	Riverside	5428	8,261	0.43%
106	Philadelphia	Baltimore	1322	8,203	0.43%
107	Chicago	Des Moines	6239	6,720	0.35%
108	Boston	Portland ME	1122	6,396	0.34%
~~109~~	~~Seattle~~	~~Alaska~~	~~5692~~	~~5,151~~	~~0.27%~~
110	Seattle	Boise	5634	4,967	0.26%
111	Houston	Abilene	5834	3,830	0.20%
112	Houston	El Paso	5836	1,572	0.08%

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

5/21/97

	SALEM				
	Ranked on:	%Total U.S. Upside Opportunity			
Rank	Region	Division	Division #	Upside Sticks	Upstks %US
1	Philadelphia	Baltimore	1322	23,532	2.72%
2	Pittsburgh	Harrisburg	1738	17,588	2.03%
3	Richmond	Alexandria	2926	16,507	1.91%
4	Philadelphia	S. Jersey	1334	15,240	1.76%
5	Chicago	C. Chicago	6234	14,366	1.66%
6	Cincinnati	Columbus	1824	13,699	1.58%
7	Pittsburgh	N. Pittsburgh	1730	13,361	1.54%
8	St. Louis	St. Louis	6924	12,954	1.50%
9	Philadelphia	N. Philadelphia	1332	12,652	1.46%
10	Richmond	Fayetteville	2934	12,576	1.45%
11	Philadelphia	Philadelphia	1326	12,489	1.44%
12	Buffalo	Albany	1623	11,467	1.33%
13	Richmond	Norfolk	2927	11,223	1.30%
14	Pittsburgh	Cleveland	1733	11,115	1.28%
15	Pittsburgh	S. Pittsburgh	1732	11,100	1.28%
16	Chicago	W. Chicago	6230	10,845	1.25%
17	St. Louis	Memphis	6925	10,830	1.25%
18	Richmond	Charleston WV	2936	10,816	1.25%
19	Cincinnati	Indianapolis	1838	10,792	1.25%
20	Dallas	Jackson	2628	10,685	1.23%
21	Pittsburgh	Canton OH	1729	10,681	1.23%
22	Winston-Salem	Charleston SC	2133	10,572	1.22%
23	Buffalo	Syracuse	1622	10,540	1.22%
24	No. California	Bakersfield	5121	10,434	1.21%
25	Winston-Salem	Charlotte	2137	10,093	1.17%
26	Chicago	E. Chicago	6224	10,051	1.16%
27	So. California	Riverside	5428	9,755	1.13%
28	Winston-Salem	Winston-Salem	2125	9,390	1.09%
29	Atlanta	Macon	2233	9,265	1.07%
30	Atlanta	S. Atlanta	2228	9,226	1.07%
31	Dallas	New Orleans	2637	9,214	1.06%
32	Buffalo	Buffalo	1626	9,211	1.06%
33	So. California	San Fernando Val	5426	8,996	1.04%
34	Winston-Salem	Raleigh	2124	8,891	1.03%
35	St. Louis	Paducah	6937	8,694	1.00%
36	Seattle	Portland	5628	8,673	1.00%
37	Chicago	Milwaukee	6232	8,632	1.00%
38	Cincinnati	Cincinnati	1828	8,630	1.00%
39	Richmond	Roanoke	2925	8,562	0.99%
40	Florida	West Palm Beach	2328	8,534	0.99%
41	Minneapolis	Green Bay	6322	8,514	0.98%
42	Houston	San Antonio	5832	8,426	0.97%
43	Cincinnati	Louisville	1837	8,386	0.97%
44	Philadelphia	Central Jersey	1330	8,312	0.96%
45	Atlanta	Panama City FL	2230	8,272	0.96%
46	Minneapolis	St. Paul	6324	8,166	0.94%
47	Boston	Hartford	1131	8,061	0.93%
48	Florida	Miami	2330	8,044	0.93%
49	Denver	Denver	6632	8,029	0.93%
50	Dallas	Shreveport	2636	7,962	0.92%
51	Detroit	Ft. Wayne	6737	7,863	0.91%
52	No. California	San Francisco	5124	7,854	0.91%
53	Florida	Orlando	2335	7,823	0.90%
54	Dallas	Lafayette	2635	7,632	0.88%
55	Denver	Kansas City	6625	7,411	0.86%
56	Houston	El Paso	5836	7,309	0.84%
57	St. Louis	Little Rock	6923	7,055	0.82%
58	Denver	E. Oklahoma City	6633	7,024	0.81%
59	St. Louis	Nashville	6939	7,010	0.81%
60	Chicago	Davenport	6236	7,007	0.81%
61	Florida	Sarasota	2332	6,825	0.79%

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Salem Pg 2.

62	Atlanta	Birmingham	2224	6,810	0.79%
63	Winston-Salem	Knoxville	2135	6,809	0.79%
64	Denver	Tulsa	6631	6,809	0.79%
65	No. California	Oakland	5126	6,789	0.78%
66	New York	N. Jersey	1226	6,775	0.78%
67	No. California	San Jose	5128	6,643	0.77%
68	Denver	Omaha	6629	6,537	0.76%
69	Atlanta	N Atlanta	2226	6,425	0.74%
70	Houston	S. Houston	5828	6,372	0.74%
71	No. California	Fresno	5130	6,318	0.73%
72	So. California	W. Los Angeles	5425	6,230	0.72%
73	Florida	Jacksonville	2337	6,217	0.72%
74	Cincinnati	Lexington	1834	6,193	0.72%
75	New York	Brooklyn	1225	6,172	0.71%
76	Winston-Salem	Asheville	2127	6,171	0.71%
77	New York	Jersey City	1221	6,098	0.70%
78	So. California	San Diego	5430	6,058	0.70%
79	New York	Yonkers	1222	6,035	0.70%
80	New York	Queens	1229	6,019	0.70%
81	Dallas	Dallas	2625	5,870	0.68%
82	Seattle	Boise	5634	5,808	0.67%
83	Boston	Portland ME	1122	5,804	0.67%
84	New York	Manhattan	1224	5,747	0.66%
85	Chicago	Des Moines	6239	5,604	0.65%
86	So. California	San Gabriel	5424	5,593	0.65%
87	Minneapolis	Billings	6338	5,476	0.63%
88	Houston	Austin	5831	5,435	0.63%
89	Houston	Phoenix	5829	5,176	0.60%
90	Seattle	S. Seattle	5626	5,140	0.59%
91	Florida	Tampa	2326	5,036	0.58%
92	Houston	Abilene	5634	4,913	0.57%
93	Minneapolis	Minneapolis	6326	4,827	0.56%
94	Buffalo	Nashua NH	1638	4,811	0.56%
95	New York	Nassau	1223	4,806	0.56%
96	Detroit	Flint	6724	4,668	0.54%
97	Minneapolis	Sioux Falls	6334	4,596	0.53%
98	Detroit	Lansing	6732	4,269	0.49%
99	Seattle	Spokane	5630	4,160	0.48%
100	Seattle	Salt Lake City	5631	4,145	0.48%
101	Minneapolis	Fargo	6336	3,876	0.45%
102	Dallas	Ft. Worth	2628	3,764	0.44%
103	Houston	N. Houston	5826	3,690	0.43%
104	Detroit	Grand Rapids	6722	3,445	0.40%
105	Atlanta	Huntsville	2232	3,340	0.39%
106	Boston	S. Boston	1128	3,096	0.36%
107	Boston	New Bedford	1130	2,918	0.34%
108	Detroit	E. Detroit	6728	1,821	0.21%
109	Boston	N. Boston	1126	1,073	0.12%
110	Detroit	W. Detroit	6730	593	0.07%

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

5/22/97

	DORAL				
	Ranked on:	%Total U.S. Upside Opportunity			
Rank	Region	Division	Div #	Upside Sticks	Upstks %US
1	Richmond	Charleston WV	2936	42,189	1.62%
2	St. Louis	Paducah	6937	35,977	1.38%
3	Cincinnati	Louisville	1837	35,371	1.36%
4	Cincinnati	Lexington	1834	34,866	1.34%
5	Dallas	Lafayette	2635	33,960	1.30%
6	Florida	Tampa	2326	33,566	1.29%
7	Dallas	New Orleans	2637	32,932	1.26%
8	St. Louis	Little Rock	6923	32,435	1.24%
9	Florida	Jacksonville	2337	32,381	1.24%
10	Richmond	Fayetteville	2934	32,188	1.23%
11	Winston-Salem	Winston-Salem	2126	32,086	1.23%
12	Cincinnati	Cincinnati	1828	31,797	1.22%
13	St. Louis	Memphis	6925	31,474	1.21%
14	Denver	Denver	6632	31,244	1.20%
15	Denver	Omaha	6629	31,160	1.20%
16	Denver	Tulsa	6631	30,914	1.19%
17	Dallas	Jackson	2629	30,813	1.18%
18	Denver	Kansas City	6625	30,389	1.17%
19	Dallas	Shreveport	2636	30,079	1.15%
20	Winston-Salem	Knoxville	2135	29,866	1.15%
21	Buffalo	Syracuse	1622	29,834	1.14%
22	Cincinnati	Indianapolis	1838	29,687	1.14%
23	Minneapolis	Billings	6338	29,569	1.13%
24	Seattle	Spokane	5630	29,450	1.13%
25	Denver	E. Oklahoma City	6633	29,345	1.13%
26	Winston-Salem	Asheville	2127	29,260	1.12%
27	Buffalo	Buffalo	1626	29,088	1.12%
28	Florida	Sarasota	2332	28,915	1.11%
29	Atlanta	Panama City FL	2230	28,913	1.11%
30	St. Louis	Nashville	6939	28,768	1.10%
31	Florida	Orlando	2335	28,493	1.09%
32	Pittsburgh	Canton OH	1729	28,483	1.09%
~~33~~	~~Chicago~~	~~Davenport~~	~~6236~~	~~28,408~~	~~1.09%~~
34	Houston	San Antonio	5832	28,146	1.08%
35	Houston	Phoenix	5829	28,091	1.08%
36	Atlanta	Macon	2233	28,013	1.07%
37	St. Louis	St. Louis	6924	27,601	1.06%
38	Winston-Salem	Raleigh	2124	27,477	1.05%
39	Winston-Salem	Charleston SC	2133	27,120	1.04%
40	Detroit	Ft. Wayne	6737	26,642	1.02%
41	Minneapolis	Sioux Falls	6334	26,578	1.02%
42	Seattle	Portland	5628	26,491	1.02%
43	Richmond	Roanoke	2925	26,456	1.01%
44	Minneapolis	Fargo	6336	26,125	1.00%
45	Chicago	Des Moines	6239	26,002	1.00%
46	Winston-Salem	Charlotte	2137	25,727	0.99%
47	Houston	Abilene	5834	25,346	0.97%
48	Cincinnati	Columbus	1824	25,146	0.96%
49	Dallas	Dallas	2625	25,067	0.96%
50	Minneapolis	St. Paul	6324	24,804	0.95%
51	Minneapolis	Green Bay	6322	24,795	0.95%
52	Seattle	Boise	5634	24,723	0.95%
53	Houston	N. Houston	5826	24,504	0.94%
54	Pittsburgh	N. Pittsburgh	1730	24,486	0.94%
55	Boston	Portland ME	1122	24,420	0.94%
56	Detroit	Grand Rapids	6722	24,400	0.94%
57	Atlanta	S. Atlanta	2228	24,313	0.93%
58	Atlanta	Birmingham	2224	24,194	0.93%
59	Dallas	Ft. Worth	2628	24,069	0.92%
60	No. California	Bakersfield	5121	24,036	0.92%
61	Pittsburgh	S. Pittsburgh	1732	23,838	0.91%

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Doral Pg 2.

62	Detroit	Flint	6724	23,758	0.91%
63	Pittsburgh	Harrisburg	1738	23,297	0.89%
64	Atlanta	Huntsville	2232	23,288	0.89%
65	Richmond	Norfolk	2927	23,198	0.89%
66	No. California	San Francisco	5124	23,198	0.89%
67	Houston	Austin	5831	23,070	0.88%
68	Florida	West Palm Beach	2328	23,002	0.88%
69	Minneapolis	Minneapolis	6326	22,888	0.88%
70	Chicago	E. Chicago	6224	22,630	0.87%
71	No. California	Fresno	5130	22,464	0.86%
72	Houston	El Paso	5836	22,362	0.86%
73	Houston	S. Houston	5826	22,198	0.85%
74	Detroit	Lansing	6732	20,996	0.81%
75	Atlanta	N Atlanta	2226	20,734	0.80%
76	Buffalo	Nashua NH	1638	20,395	0.78%
77	Seattle	S. Seattle	5626	20,339	0.78%
78	Seattle	Salt Lake City	5631	20,185	0.77%
79	Chicago	Milwaukee	6232	20,084	0.77%
80	Pittsburgh	Cleveland	1733	19,943	0.76%
81	Buffalo	Albany	1623	19,701	0.76%
82	So. California	Riverside	5428	19,232	0.74%
83	So. California	San Diego	5430	18,994	0.73%
84	Florida	Miami	2330	17,983	0.69%
85	No. California	San Jose	5128	17,946	0.69%
86	Philadelphia	Philadelphia	1326	17,577	0.67%
87	Philadelphia	Baltimore	1322	17,152	0.66%
88	Detroit	E. Detroit	6728	16,990	0.65%
89	Detroit	W. Detroit	6730	16,927	0.65%
90	Boston	S. Boston	1128	16,877	0.65%
91	Richmond	Alexandria	2926	16,095	0.62%
92	So. California	San Gabriel	5424	15,901	0.61%
93	Boston	Hartford	1131	15,362	0.59%
94	Boston	New Bedford	1130	14,970	0.57%
95	Philadelphia	N. Philadelphia	1332	14,956	0.57%
96	No. California	Oakland	5126	14,550	0.56%
97	So. California	San Fernando Val	5426	14,458	0.55%
98	Boston	N. Boston	1126	13,846	0.53%
99	Chicago	W. Chicago	6230	13,756	0.53%
100	So. California	W. Los Angeles	5425	13,617	0.52%
101	Philadelphia	S. Jersey	1334	13,446	0.52%
102	Philadelphia	Central Jersey	1330	12,151	0.47%
103	Chicago	C. Chicago	6234	11,561	0.44%
104	New York	Nassau	1223	11,220	0.43%
105	New York	Queens	1229	11,068	0.42%
106	New York	Yonkers	1222	10,859	0.42%
107	New York	N. Jersey	1226	10,307	0.40%
108	New York	Jersey City	1221	10,249	0.39%
109	New York	Brooklyn	1225	9,677	0.37%
110	New York	Manhattan	1224	9,493	0.36%
~~111~~	~~No. California~~	~~Hawaii~~	~~5132~~	~~0~~	~~0.00%~~
112	Seattle	Alaska	5632	0	0.00%

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Divisional Business Building Opportunities

Develop Divisional Brand Support Strategies

- *Priority Designations by Sales Division for a Brand.*
- *Priority Decisions Among Brands.*
- *Identification of Pocket Opportunities.*

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunities

PRIORITY DESIGNATIONS BY SALES DIVISION

- Currently, brand priorities are set at the Region level.
  - Allows for marketing efficiencies.
  - However, does not pin-point specific growth opportunities.
- Division level information allows us to fine tune use of our limited resources in regards to:
  - Marketing elements delivered as retail programs.
  - Direct marketing program decisions.
  - Participation in targeted promotions such as Catalina Couponing.
- Again, this is a planning aid for offensive (not defensive) program targeting.

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunities

Divisional Priorities

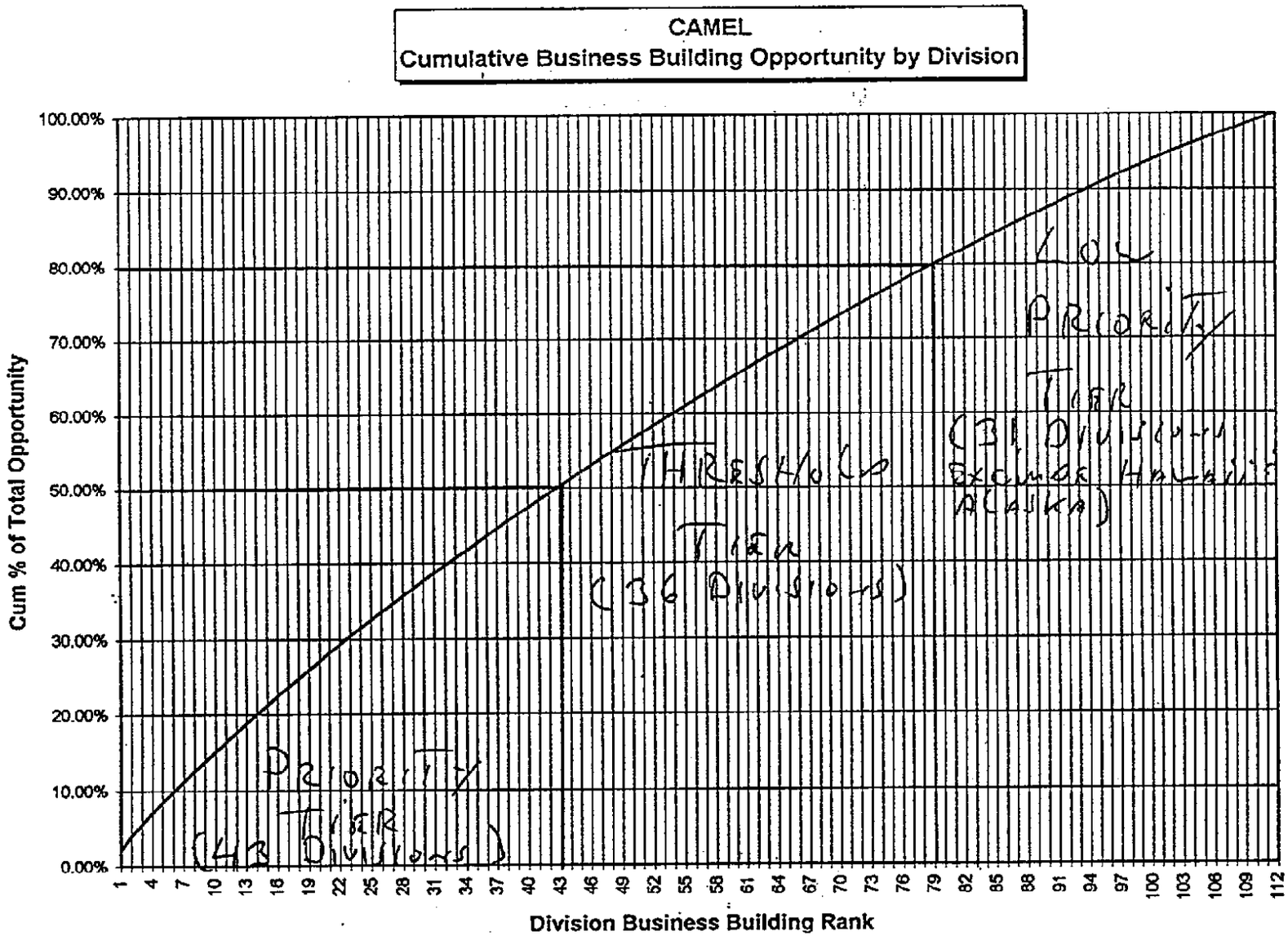
- **Brand Priorities are typically specified at the region level, but we examined the feasibility of specifying priorities at the division level.**

- **The procedure was simple:**
  - For each brand individually, rank order divisions based on the business building opportunity estimates.
  - Cum the percent of total opportunity across the ranks.
  - Set priorities based on these cums: The top divisions accounting for 50% of the upside opportunity are Priority; Divisions accounting for 51% - 80% of the opportunity are threshold; The lowest 20% of the opportunity are low priority divisions.

- **The graphics illustrating these priority breaks are attached.**
  - These recommendations are listed on the table attached.
  - The average divisional opportunities coincide with Tracker regional recommendations in most cases.

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Volume Chart 1



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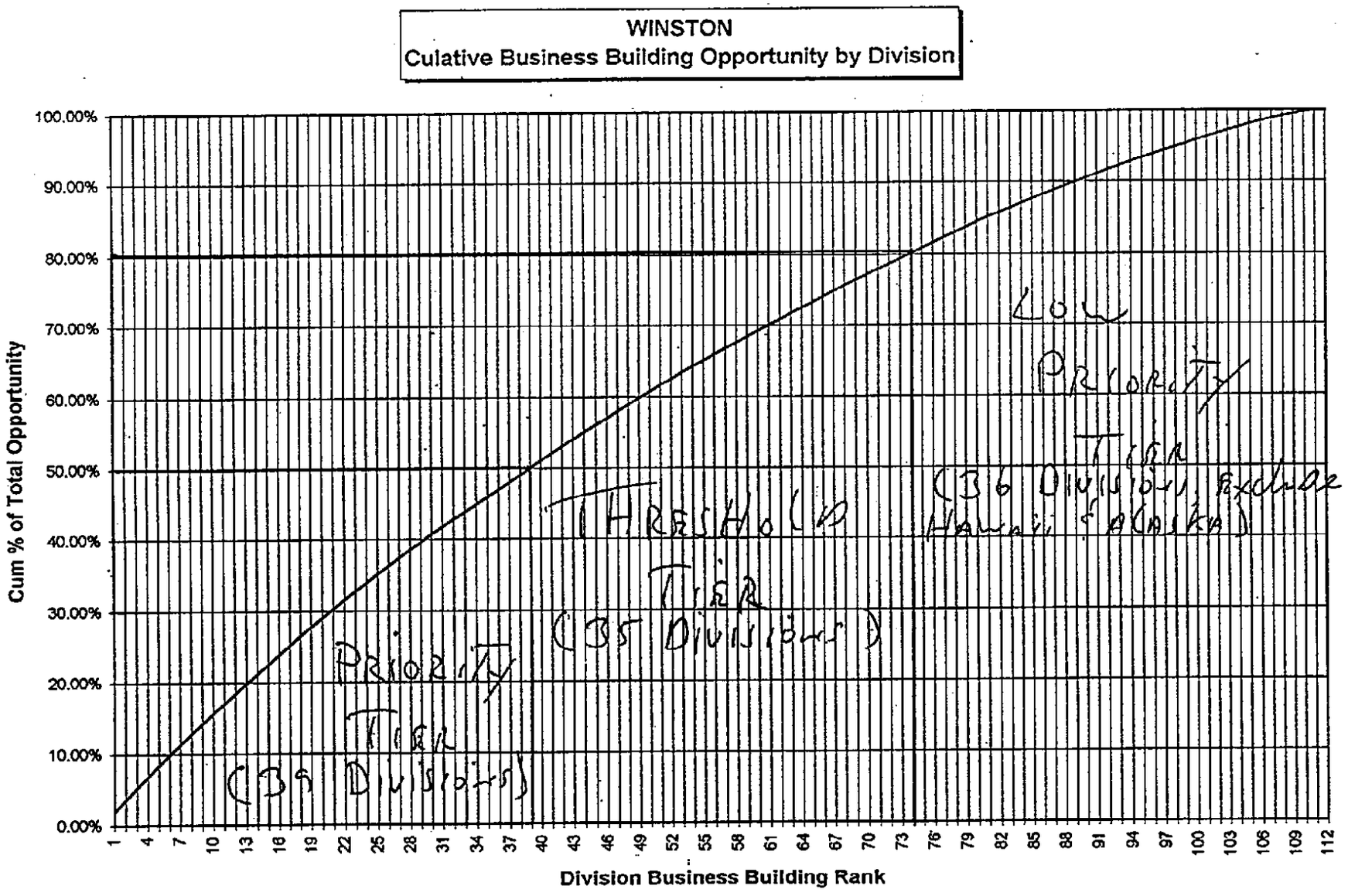
Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Volume Chart 2



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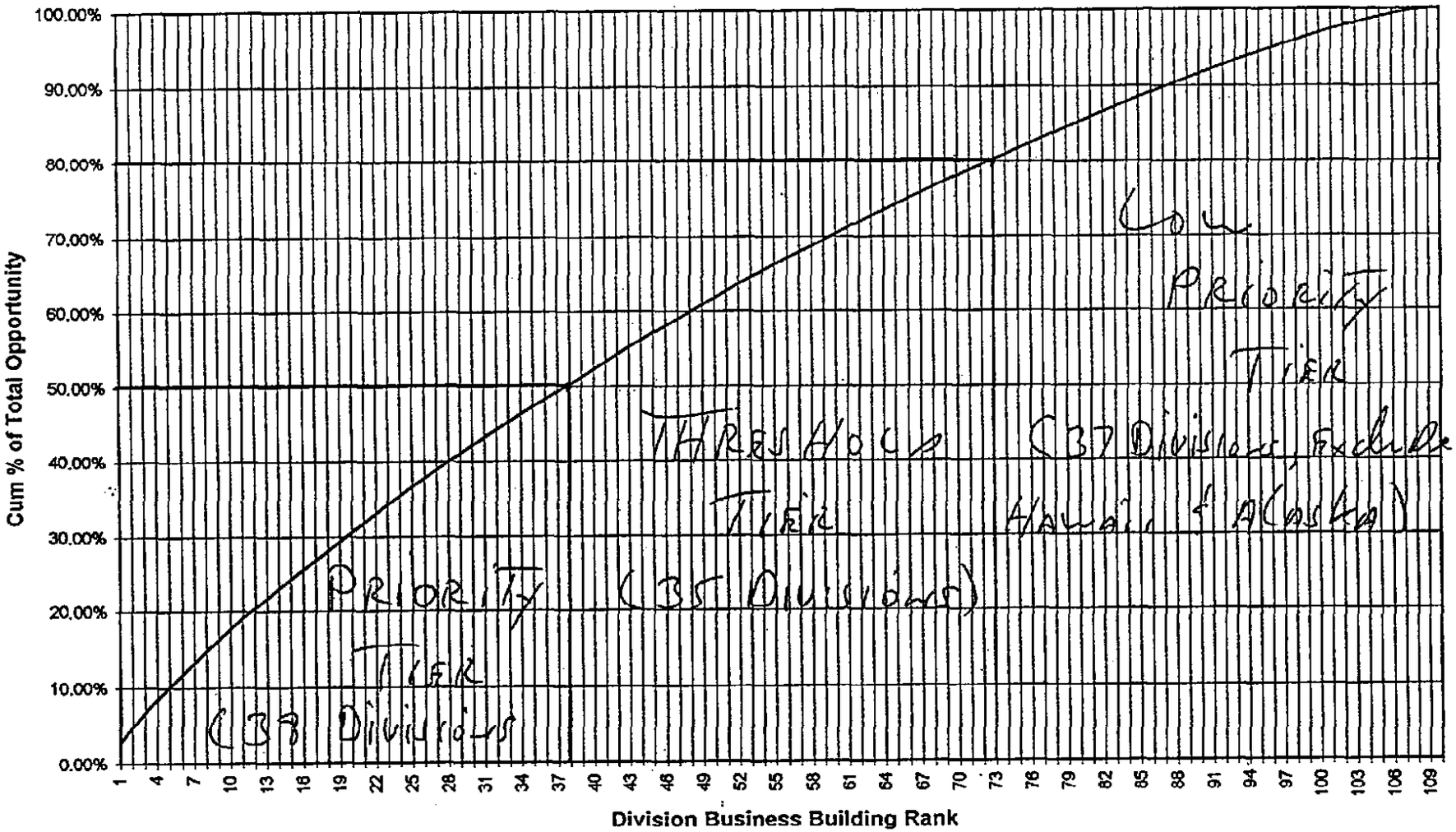
Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

SALEM
Cumulative Business Building Opportunity by Division



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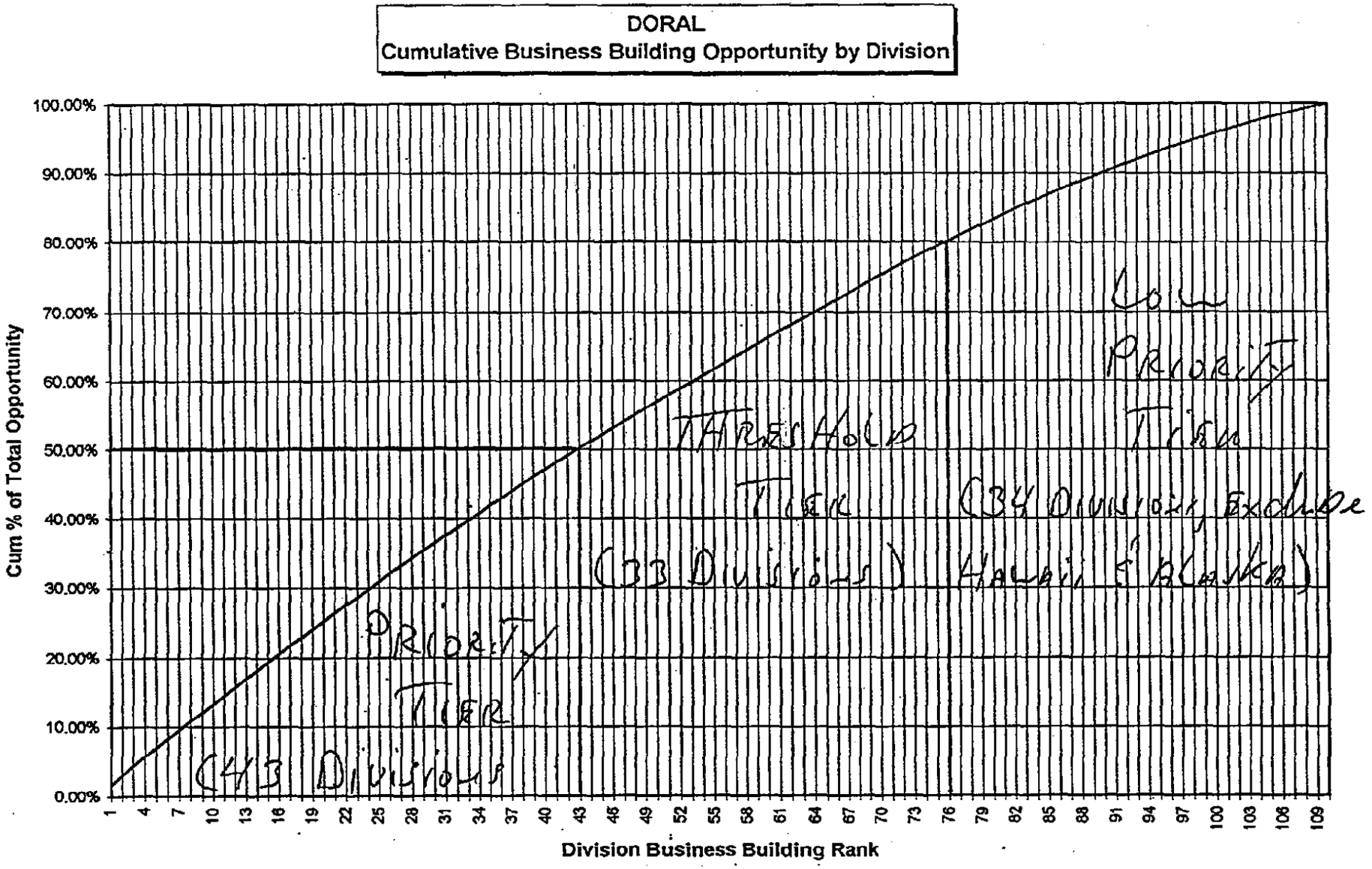

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

BRAND OPPORTUNITY RANKS BY SALES DIVISION

Region	Division	Division #	Within Brand Divisional Priority Recommendations			
			Camel	Winston	Salem	Doral
Atlanta	Birmingham	2224	L	T	T	T
	No. Atlanta	2226	L	P	T	T
	So. Atlanta	2228	T	T	P	T
	Panama City	2230	P	L	T	P
	Huntsville	2232	L	T	L	T
	Macon	2233	T	T	P	P
	1997 Regional Priority		T	T	P	P
Boston	Portland ME	1122	P	L	L	T
	No. Boston	1126	L	T	L	L
	So. Boston	1128	L	T	L	L
	New Bedford	1130	L	T	L	L
	Hartford	1131	L	T	T	L
	1997 Regional Priority		T	P	P	T
Buffalo	Syracuse	1622	P	P	P	P
	Albany	1623	P	L	P	L
	Buffalo	1626	P	P	P	P
	Nashua NH	1638	T	T	L	T
	1997 Regional Priority		T	T	T	T
Chicago	E. Chicago	6224	T	P	P	T
	W. Chicago	6230	L	P	P	L
	Milwaukee	6232	T	P	P	L
	C. Chicago	6234	L	T	P	L
	Des Moines	6239	P	L	L	T
	1997 Regional Priority		P	T	P	T
Cincinnati	Columbus	1824	P	P	P	T
	Cincinnati	1828	P	P	P	P
	Lexington	1834	P	P	L	P
	Louisville	1837	P	P	T	P
	Indianapolis	1838	P	P	P	P
	1997 Regional Priority		P	P	P	P
Dallas	Dallas	2625	T	P	L	T
	Ft Worth	2628	L	T	L	T
	Jackson	2629	P	L	P	P
	Lafayette	2635	T	T	T	P
	Shreveport	2636	P	T	T	P
	New Orleans	2637	T	P	P	P
	1997 Regional Priority		T	L	T	P
Denver	Kansas City	6625	P	P	T	P
	Omaha	6629	P	L	T	P
	Tulsa	6631	P	P	T	P
	Denver	6632	P	P	T	P
	E. Oklahoma City	6633	P	T	T	P
	1997 Regional Priority		P	T	L	P

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Region	Division	Division #	Within Brand Divisional Priority Recommendations			
			Camel	Winston	Salem	Doral
Detroit	Grand Rapids	6722	T	P	L	T
	Flint	6724	L	T	L	T
	E. Detroit	6728	L	T	L	L
	W. Detroit	6730	L	T	L	L
	Lansing	6732	L	P	L	T
	Ft Wayne	6737	P	P	T	P
	1997 Regional Priority		T	L	T	T
Florida	Tampa	2326	T	T	L	P
	W. Palm Beach	2328	T	T	T	T
	Miami	2330	L	T	T	L
	Sarasota	2332	P	T	T	P
	Orlando	2335	P	T	T	P
	Jacksonville	2337	T	T	T	P
	1997 Regional Priority		T	P	P	P
Houston	N. Houston	5826	L	T	L	T
	S. Houston	5828	L	T	T	T
	Phoenix	5829	P	P	L	P
	Austin	5831	T	L	L	T
	San Antonio	5832	T	L	T	P
	Abilene	5834	P	L	L	T
	El Paso	5836	P	L	T	T
	1997 Regional Priority		T	T	L	P
Minneapolis	Green Bay	6322	T	T	T	T
	St Paul	6324	P	L	T	T
	Minneapolis	6326	P	P	L	T
	Sioux Falls	6334	T	L	L	P
	Fargo	6336	T	L	L	T
	Billings	6338	P	L	L	P
	1997 Regional Priority		P	L	L	P
New York	Jersey City	1221	L	L	L	L
	Yonkers	1222	L	L	L	L
	Nassau	1223	L	L	L	L
	Manhattan	1224	L	L	L	L
	Brooklyn	1225	L	L	L	L
	N. Jersey	1226	L	L	T	L
	Queens	1229	L	T	L	L
	1997 Regional Priority		L	L	L	T
No. California	Bakersfield	5121	P	L	P	T
	San Francisco	5124	P	L	T	T
	Oakland	5126	T	L	T	L
	San Jose	5128	T	L	T	L
	Fresno	5130	P	L	T	T
	1997 Regional Priority		P	L	L	T

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Region	Division	Division #	Within Brand Divisional Priority Recommendations			
			Camel	Winston	Salem	Doral
Philadelphia	Baltimore	1322	P	L	P	L
	Philadelphia	1326	L	T	P	L
	C. Jersey	1330	L	T	T	L
	No. Philadelphia	1332	L	T	P	L
	So. Jersey	1334	L	T	P	L
	1997 Regional Priority		L	L	P	T
Pittsburgh	Canton OH	1729	P	P	P	P
	No. Pittsburgh	1730	P	P	P	T
	So. Pittsburgh	1732	P	L	P	T
	Cleveland	1733	T	P	P	L
	Harrisburg	1738	P	P	P	T
	1997 Regional Priority		P	P	P	T
Richmond	Roanoke	2925	T	T	T	P
	Alexandria	2926	T	P	P	L
	Norfolk	2927	T	P	P	T
	Fayetteville	2934	L	P	P	P
	Charleston WV	2936	T	P	P	P
	1997 Regional Priority		T	T	P	P
Seattle	So. Seattle	5626	P	T	L	L
	Portland	5628	P	L	P	P
	Spokane	5630	P	L	L	P
	Salt Lake City	5631	P	L	L	L
	Boise	5634	P	L	L	T
	1997 Regional Priority		P	L	L	T
So. California	San Gabriel	5424	L	L	L	L
	W. Los Angeles	5425	L	L	T	L
	San Fernando Val	5426	T	L	P	L
	Riverside	5428	P	L	P	L
	San Diego	5430	T	L	L	L
	1997 Regional Priority		P	T	L	T
St. Louis	Little Rock	6923	P	T	T	P
	St. Louis	6924	T	P	P	P
	Memphis	6925	T	T	P	P
	Paducah	6937	T	P	P	P
	Nashville	6939	T	P	T	P
	1997 Regional Priority		L	T	T	P
Win-ton-Salem	Raleigh	2124	T	P	P	P
	Winston-Salem	2126	T	P	P	P
	Asheville	2127	T	P	L	P
	Charleston SC	2133	T	P	P	P
	Knoxville	2135	T	P	T	P
	Charlotte	2137	T	P	P	T
	1997 Regional Priority		T	P	T	P

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunities

PRIORITY DECISIONS AMONG BRANDS

- Using the growth opportunity estimates from the models, we can compare the relative potential of each full-price brand in each sales division.
- This gives us the potential to make brand support tradeoff decisions based on the greatest absolute volume potential in each division.

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

BRAND OPPORTUNITY RANKS BY SALES DIVISION

Region	Division	Division #	Estimated Upside Stick Opportunity			Percent of Three Brand Opportunity		
			Camel	Winston	Salem	Camel	Winston	Salem
Atlanta	Region		95,781	100,878	43,346	39.9%	42.0%	18.1%
	Birmingham	2224	14,576	19,151	6,818	36.0%	47.2%	16.8%
	No. Atlanta	2226	14,821	21,942	6,425	34.3%	50.8%	14.9%
	So. Atlanta	2228	15,590	17,116	9,226	37.2%	40.8%	22.0%
	Panama City	2230	20,297	10,051	8,272	52.6%	26.0%	21.4%
	Huntsville	2232	13,992	16,513	3,340	41.3%	48.8%	9.9%
	Macon	2233	16,505	16,105	9,265	39.4%	38.5%	22.1%
	Tracker Region Brand Rank:					2	1	3
	Modeled Region Brand Rank:					2	1	3
Boston			80,331	66,912	20,952	47.2%	40.5%	12.3%
	Portland ME	1122	28,100	6,396	5,804	69.7%	15.9%	14.4%
	No. Boston	1126	11,648	15,830	1,073	40.8%	55.4%	3.8%
	So. Boston	1128	13,199	14,918	3,096	42.3%	47.8%	9.9%
	New Bedford	1130	12,695	14,888	2,918	41.6%	48.8%	9.6%
	Hartford	1131	14,689	16,880	8,061	37.1%	42.6%	20.3%
	Tracker Region Brand Rank:					1	2	3
	Modeled Region Brand Rank:					1	2	3
Buffalo	Region		80,449	83,984	36,029	40.1%	41.9%	18.0%
	Syracuse	1622	22,468	26,267	10,540	36.7%	46.1%	17.2%
	Albany	1623	19,464	12,686	11,467	44.6%	29.1%	26.3%
	Buffalo	1626	20,829	27,124	9,211	36.4%	47.4%	16.1%
	Nashua NH	1638	17,688	15,907	4,811	46.1%	41.4%	12.5%
	Tracker Region Brand Rank:					1	2	3
	Modeled Region Brand Rank:					2	1	3
Chicago	Region		84,558	84,803	49,508	38.6%	38.7%	22.6%
	E. Chicago	6224	17,952	23,928	10,061	34.6%	46.1%	19.4%
	W. Chicago	6230	13,741	19,886	10,845	30.9%	44.7%	24.4%
	Milwaukee	6232	15,526	19,820	8,632	35.3%	45.1%	19.6%
	C. Chicago	6234	13,301	14,449	14,366	31.6%	34.3%	34.1%
	Des Moines	6239	24,038	6,720	5,604	66.1%	18.5%	15.4%
	Tracker Region Brand Rank:					1	2	3
	Modeled Region Brand Rank:					1	2	3
Cincinnati	Region		113,613	133,926	47,700	38.5%	45.4%	16.2%
	Columbus	1824	22,621	26,033	13,699	36.3%	41.8%	22.0%
	Cincinnatl	1828	20,145	28,409	8,630	35.2%	49.7%	15.1%
	Lexington	1834	21,659	19,599	6,193	45.6%	41.3%	13.1%
	Louisville	1837	21,136	23,163	8,386	40.1%	44.0%	15.9%
	Indianapolis	1838	26,052	36,722	10,792	37.1%	48.6%	14.3%
	Tracker Region Brand Rank:					1	2	3
	Modeled Region Brand Rank:					2	1	3
Dallas	Region		103,697	106,731	45,127	40.6%	41.8%	17.7%
	Dallas	2625	16,817	20,104	5,870	39.3%	47.0%	13.7%
	Ft Worth	2628	13,846	18,269	3,764	38.6%	50.9%	10.5%
	Jackson	2629	19,340	12,654	10,685	45.3%	29.6%	25.0%
	Lafayette	2635	18,971	14,591	7,632	46.1%	35.4%	18.5%
	Shreveport	2636	19,144	15,847	7,962	44.6%	36.9%	18.5%
	New Orleans	2637	15,579	25,266	9,214	31.1%	50.5%	18.4%
	Tracker Region Brand Rank:					3	1	2
	Modeled Region Brand Rank:					2	1	3
Denver	Region		132,315	94,268	35,810	50.4%	35.9%	13.6%
	Kansas City	6625	23,445	20,901	7,411	45.3%	40.4%	14.3%
	Omaha	6629	25,815	13,434	6,537	56.4%	29.3%	14.3%
	Tulsa	6631	33,458	19,870	6,809	55.6%	33.0%	11.3%
	Denver	6632	23,440	24,988	8,029	41.5%	44.3%	14.2%
	E. Oklahoma City	6633	26,157	15,075	7,024	54.2%	31.2%	14.6%
	Tracker Region Brand Rank:					1	2	3
	Modeled Region Brand Rank:					1	2	3

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Region	Division	Division #	Estimated Upside Stick Opportunity			Percent of Three Brand Opportunity		
			Camel	Winston	Salem	Camel	Winston	Salem
Detroit	Region		86,463	110,688	22,659	39.3%	50.4%	10.3%
	Grand Rapids	6722	16,868	21,006	3,445	40.8%	50.8%	8.3%
	Flint	6724	13,994	15,886	4,668	40.5%	46.0%	13.5%
	E. Detroit	6728	10,679	15,638	1,821	38.0%	55.6%	6.5%
	W. Detroit	6730	10,084	14,244	593	40.6%	57.2%	2.4%
	Lansing	6732	14,521	19,777	4,269	37.7%	51.3%	11.1%
	Ft Wayne	6737	20,317	24,137	7,863	38.6%	46.1%	15.0%
	Tracker Region Brand Rank:					2	1	3
	Modeled Region Brand Rank:					2	1	3
Florida	Region		102,545	104,561	42,479	41.1%	41.9%	17.0%
	Tampa	2326	18,111	19,458	5,036	42.5%	45.7%	11.8%
	W. Palm Beach	2328	16,023	15,129	8,534	40.4%	38.1%	21.5%
	Miami	2330	12,569	15,564	8,044	34.7%	43.0%	22.2%
	Sarasota	2332	19,802	18,642	6,825	43.7%	41.2%	15.1%
	Orlando	2335	19,448	17,436	7,823	43.5%	39.0%	17.5%
	Jacksonville	2337	16,592	18,332	6,217	40.3%	44.6%	15.1%
	Tracker Region Brand Rank:					2	1	3
	Modeled Region Brand Rank:					2	1	3
Houston	Region		126,837	84,362	41,321	50.2%	33.4%	16.4%
	N. Houston	5826	13,378	14,422	3,690	42.5%	45.8%	11.7%
	S. Houston	5828	13,722	16,578	6,372	37.4%	45.2%	17.4%
	Phoenix	5829	25,520	22,900	5,176	47.6%	42.7%	9.7%
	Austin	5831	16,516	11,092	5,435	50.0%	33.6%	16.4%
	San Antonio	5832	17,372	13,968	8,426	43.7%	35.1%	21.2%
	Abilene	5834	20,770	3,830	4,913	70.4%	13.0%	16.6%
	El Paso	5836	19,559	1,572	7,309	68.8%	5.5%	25.7%
	Tracker Region Brand Rank:					1	2	3
	Modeled Region Brand Rank:					1	2	3
Minneapolis	Region		128,496	71,495	35,455	54.6%	30.4%	15.1%
	Green Bay	6322	18,843	14,348	8,514	45.2%	34.4%	20.4%
	St Paul	6324	23,863	11,650	8,166	54.6%	26.7%	18.7%
	Minneapolis	6326	22,131	19,575	4,827	47.6%	42.1%	10.4%
	Sioux Falls	6334	17,280	9,018	4,596	55.9%	29.2%	14.9%
	Fargo	6336	19,044	8,463	3,876	60.7%	27.0%	12.4%
	Billings	6338	27,335	8,441	5,476	66.3%	20.5%	13.3%
	Tracker Region Brand Rank:					1	2	3
	Modeled Region Brand Rank:					1	2	3
New York	Region		71,614	84,839	41,652	36.1%	42.8%	21.0%
	Jersey City	1221	9,874	10,677	6,098	37.1%	40.1%	22.9%
	Yonkers	1222	10,262	11,209	6,035	37.3%	40.8%	21.9%
	Nassau	1223	10,394	13,343	4,806	36.4%	46.7%	16.8%
	Manhattan	1224	11,533	11,618	5,747	39.9%	40.2%	19.9%
	Brooklyn	1225	9,712	12,023	6,172	34.8%	43.1%	22.1%
	N. Jersey	1226	9,717	11,480	6,775	34.7%	41.0%	24.2%
	Queens	1229	10,122	14,489	6,019	33.0%	47.3%	19.7%
	Tracker Region Brand Rank:					2	1	3
	Modeled Region Brand Rank:					2	1	3
No. California	Region		116,232	54,219	38,038	55.7%	26.0%	18.2%
	Bakersfield	5121	27,257	13,544	10,434	53.2%	26.4%	20.4%
	San Francisco	5124	30,519	11,007	7,854	61.8%	22.3%	15.9%
	Oakland	5126	15,575	11,066	6,789	46.6%	33.1%	20.3%
	San Jose	5128	18,561	9,678	6,643	53.2%	27.7%	19.0%
	Fresno	5130	24,320	8,924	6,318	61.5%	22.6%	16.0%
	Tracker Region Brand Rank:					1	3	2
	Modeled Region Brand Rank:					1	2	3

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Region	Division	Division #	Estimated Upside Stick Opportunity			Percent of Three Brand Opportunity		
			Camel	Winston	Salem	Camel	Winston	Salem
Philadelphia	Region		69,281	74,501	72,225	32.1%	34.5%	33.4%
	Baltimore	1322	19,312	8,230	23,532	37.8%	16.1%	46.1%
	Philadelphia	1326	13,634	15,882	12,489	32.5%	37.8%	29.7%
	C. Jersey	1330	11,120	15,074	8,312	32.2%	43.7%	24.1%
	No. Philadelphia	1332	12,669	17,603	12,652	29.5%	41.0%	29.5%
	So. Jersey	1334	12,546	17,712	15,240	27.6%	38.9%	33.5%
	Tracker Region Brand Rank:					3	2	1
	Modeled Region Brand Rank:					3	1	2
Pittsburgh	Region		110,277	105,541	63,845	39.4%	37.7%	22.8%
	Canton OH	1729	25,646	27,098	10,681	40.4%	42.7%	16.8%
	No. Pittsburgh	1730	24,309	19,476	13,361	42.6%	34.1%	23.4%
	So. Pittsburgh	1732	19,876	14,112	11,100	44.1%	31.3%	24.6%
	Cleveland	1733	16,551	24,583	11,115	31.7%	47.0%	21.3%
	Harrisburg	1738	23,895	20,272	17,588	38.7%	32.8%	28.5%
	Tracker Region Brand Rank:					1	2	3
	Modeled Region Brand Rank:					1	2	3
Richmond	Region		79,450	129,840	59,684	29.5%	48.3%	22.2%
	Roanoke	2925	15,384	18,902	8,562	35.9%	44.1%	20.0%
	Alexandria	2926	16,642	22,032	16,507	30.2%	39.9%	29.9%
	Norfolk	2927	14,866	27,878	11,223	27.5%	51.7%	20.8%
	Fayetteville	2934	14,029	30,686	12,576	24.5%	53.6%	22.0%
	Charleston WV	2936	18,529	30,342	10,816	31.0%	50.8%	18.1%
	Tracker Region Brand Rank:					2	1	3
	Modeled Region Brand Rank:					2	1	3
Seattle	Region		155,579	50,074	27,926	66.6%	21.4%	12.0%
	So. Seattle	5626	24,670	15,539	5,140	54.4%	34.3%	11.3%
	Portland	5628	43,482	11,065	8,673	68.8%	17.5%	13.7%
	Spokane	5630	37,675	9,504	4,160	73.4%	18.5%	8.1%
	Salt Lake City	5631	21,799	8,999	4,145	62.4%	25.8%	11.9%
	Boise	5634	27,953	4,967	5,808	72.2%	12.8%	15.0%
	Tracker Region Brand Rank:					1	2	3
	Modeled Region Brand Rank:					1	2	3
So. California	Region		84,004	52,133	36,632	48.6%	30.2%	21.2%
	San Gabriel	5424	14,810	10,373	5,593	48.1%	33.7%	18.2%
	W. Los Angeles	5425	13,827	13,372	6,230	41.4%	40.0%	18.6%
	San Fernando Val	5426	16,660	10,969	8,996	45.5%	29.9%	24.6%
	Riverside	5428	20,490	8,261	9,755	53.2%	21.5%	25.3%
	San Diego	5430	18,217	9,158	6,058	54.5%	27.4%	18.1%
	Tracker Region Brand Rank:					1	2	3
	Modeled Region Brand Rank:					1	2	3
St. Louis	Region		89,526	115,659	46,543	35.6%	45.9%	18.5%
	Little Rock	6923	20,002	18,648	7,055	43.8%	40.8%	15.4%
	St. Louis	6924	17,483	30,222	12,954	28.8%	49.8%	21.4%
	Memphis	6925	17,697	19,100	10,830	37.2%	40.1%	22.7%
	Paducah	6937	18,099	22,821	8,694	36.5%	46.0%	17.5%
	Nashville	6939	16,245	24,868	7,010	33.8%	51.7%	14.6%
	Tracker Region Brand Rank:					2	1	3
	Modeled Region Brand Rank:					2	1	3
Winston-Salem	Region		98,589	159,947	51,926	31.8%	51.5%	16.7%
	Raleigh	2124	15,928	30,109	8,891	29.0%	54.8%	16.2%
	Winston-Salem	2126	17,604	26,969	9,390	32.6%	50.0%	17.4%
	Asheville	2127	15,617	26,768	6,171	32.2%	55.1%	12.7%
	Charleston SC	2133	15,241	23,102	10,572	31.2%	47.2%	21.6%
	Knoxville	2135	18,206	26,006	6,809	35.7%	51.0%	13.3%
	Charlotte	2137	15,993	26,993	10,093	30.1%	50.9%	19.0%
	Tracker Region Brand Rank:					2	1	3
	Modeled Region Brand Rank:					2	1	3

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunities

IDENTIFICATION OF POCKET OPPORTUNITIES

- Finally, we can identify special pockets of opporunity by brand.
- Opportunity pockets are defined as:
  - Divisions where a brand should have a priority designation.
  - However, the brand is designated as low priority in the total region.
- To determine where funding could be found to support pocket opportunity brands, we could identify:
  - Brands with a regional designation of priority.
  - However, specific sales division would be low priority based on opportunity.

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Division Opportunity Evaluation

Brand	Region	Division
Scenario: Low Priority Regions w/Priority Divisions		
Camel	Philadelphia	Baltimore
	St. Louis	Little Rock
Winston	Dallas	Dallas
		New Orleans
	Minneapolis	Minneapolis
Salem	No. California	Bakersfield
	Seattle	Portland, OR
	So. California	San Fernando Valley
		Riverside

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Division Opportunity Evaluation

Brand	Region	Division
Scenario: Priority Regions w/Low Priority Divisions		
Camel	Chicago	W. Chicago
		C. Chicago
	So. California	San Gabriel
		W. Los Angeles
Winston	Pittsburgh	So. Pittsburgh
	Boston	Portland, ME
Salem	Atlanta	Huntsville
	Boston	Portland, ME
		No. Boston
		So. Boston
		New Bedford
	Chicago	Des Moines
	Cincinnati	Lexington
	Florida	Tampa
	New York	Jersey City
		Yonkers
		Nassau
		Manhattan
		Brooklyn
		Queens
Doral	Florida	Miami
	Richmond	Alexandria

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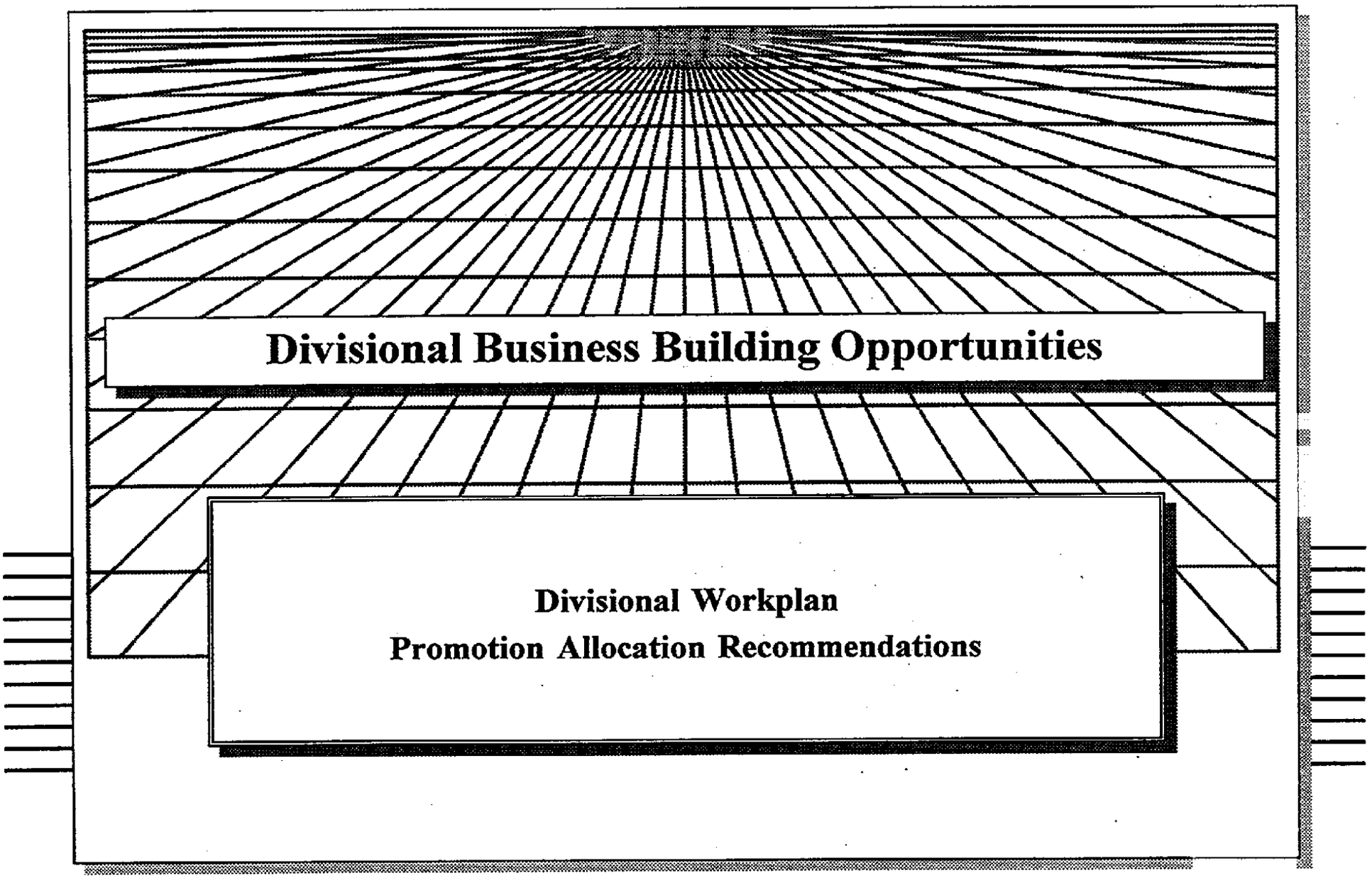

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunities

WORKPLAN PROMOTION ALLOCATION RECOMMENDATIONS

- Divisional Business Building Information can be used to drive promotion allocations using either of two approaches.

- Region Down Allocation Recommendations:

  - Determine regional allocations based on the current procedure.
  - Divide the regional quantities based on divisional opportunities.

- Division Up Allocation Recommendations:

  - Determine divisional allocations based on opportunity priorities.
  - Roll-up to region and total U.S.
  - Uses same procedure we employ currently, but starts at the division level.

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

Divisional Business Building Opportunity

REGION DOWN APPROACH

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

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SKU Recommendations by Division - CAMEL					
Region	Regional Workplan SKU Recommendations	Division	Division #	% Regional Opportunity	Rec SKUs per Work Plan Event by Division
Atlanta	6,814	Panama City FL	2230	21.19%	1,444
Atlanta		Macon	2233	17.24%	1,174
Atlanta		S. Atlanta	2228	16.28%	1,109
Atlanta		N Atlanta	2226	15.47%	1,054
Atlanta		Birmingham	2224	15.22%	1,037
Atlanta		Huntsville	2232	14.61%	996
Boston	5,653	Portland ME	1122	34.97%	1,977
Boston		Hartford	1131	18.29%	1,034
Boston		S. Boston	1128	16.44%	929
Boston		New Bedford	1130	15.81%	893
Boston		N. Boston	1126	14.50%	820
Buffalo	4,100	Syracuse	1622	27.92%	1,145
Buffalo		Buffalo	1626	25.89%	1,061
Buffalo		Albany	1623	24.20%	992
Buffalo		Nashua NH	1638	21.96%	902
Chicago	10,372	Des Moines	6239	22.47%	2,331
Chicago		Davenport	6238	20.93%	2,171
Chicago		E. Chicago	6224	16.78%	1,741
Chicago		Milwaukee	6232	14.52%	1,506
Chicago		W. Chicago	6230	12.85%	1,333
Chicago		C. Chicago	6234	12.44%	1,290
Cincinnati	10,443	Indianapolis	1838	24.68%	2,577
Cincinnati		Columbus	1824	19.91%	2,080
Cincinnati		Lexington	1834	19.07%	1,991
Cincinnati		Louisville	1837	18.61%	1,943
Cincinnati		Cincinnati	1828	17.73%	1,852
Dallas	6,224	Jackson	2629	18.66%	1,161
Dallas		Shreveport	2636	18.46%	1,149
Dallas		Lafayette	2635	18.29%	1,139
Dallas		Dallas	2625	16.22%	1,009
Dallas		New Orleans	2637	15.02%	935
Dallas		Ft. Worth	2628	13.35%	831
Denver	8,112	Tulsa	6631	25.27%	2,050
Denver		E. Oklahoma City	6633	19.77%	1,604
Denver		Omaha	6629	19.52%	1,583
Denver		Kansas City	6625	17.72%	1,437
Denver		Denver	6632	17.72%	1,438
Detroit	6,714	Ft. Wayne	6737	23.49%	1,577
Detroit		Grand Rapids	6722	19.50%	1,309
Detroit		Lansing	6732	16.80%	1,128
Detroit		Flint	6724	16.19%	1,087
Detroit		E. Detroit	6728	12.36%	830
Detroit		W. Detroit	6730	11.67%	783
Florida	7,449	Sarasota	2332	19.31%	1,438
Florida		Orlando	2335	18.97%	1,413
Florida		Tampa	2326	17.66%	1,315
Florida		Jacksonville	2337	16.18%	1,205
Florida		West Palm Beach	2328	15.63%	1,164
Florida		Miami	2330	12.26%	914
Houston	7,520	Phoenix	5829	20.10%	1,511
Houston		Abilene	5834	16.38%	1,232
Houston		El Paso	5836	15.43%	1,160
Houston		San Antonio	5832	13.70%	1,030
Houston		Austin	5831	13.02%	979
Houston		S. Houston	5828	10.82%	814
Houston		N. Houston	5826	10.55%	794
Minneapolis	10,000	Billings	6338	21.27%	2,127
Minneapolis		St. Paul	6324	18.57%	1,857
Minneapolis		Minneapolis	6326	17.22%	1,722
Minneapolis		Fargo	6336	14.62%	1,462
Minneapolis		Green Bay	6322	14.67%	1,467

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

CAMel Pg 2

Minneapolis		Sioux Falls	6334	13.45%	1,345
New York	5,556	Manhattan	1224	16.10%	895
New York		Nassau	1223	14.51%	806
New York		Yonkers	1222	14.33%	797
New York		Queens	1229	14.14%	785
New York		Jersey City	1221	13.79%	766
New York		N. Jersey	1226	13.57%	754
New York		Brooklyn	1225	13.56%	753
No. California	6,968	San Francisco	5124	26.25%	1,829
No. California		Bakersfield	5121	23.45%	1,634
No. California		Fresno	5130	20.92%	1,458
No. California		San Jose	5128	15.97%	1,113
No. California		Oakland	5126	13.40%	934
No. California		Hawaii	5132	-----	-----
Philadelphia	3,354	Baltimore	1322	27.89%	935
Philadelphia		Philadelphia	1326	19.68%	660
Philadelphia		N. Philadelphia	1332	18.28%	613
Philadelphia		S. Jersey	1334	18.11%	607
Philadelphia		Central Jersey	1330	16.04%	539
Pittsburgh	9,862	Canton OH	1729	23.24%	2,292
Pittsburgh		N. Pittsburgh	1730	22.05%	2,174
Pittsburgh		Harrisburg	1736	21.68%	2,138
Pittsburgh		S. Pittsburgh	1732	18.03%	1,778
Pittsburgh		Cleveland	1733	15.01%	1,480
Richmond	5,429	Charleston WV	2936	23.11%	1,255
Richmond		Alexandria	2926	21.01%	1,141
Richmond		Roanoke	2925	19.42%	1,054
Richmond		Norfolk	2927	18.76%	1,019
Richmond		Fayetteville	2934	17.70%	960
Seattle	10,033	Portland	5628	27.94%	2,804
Seattle		Spokane	5630	24.21%	2,429
Seattle		Boise	5634	17.97%	1,803
Seattle		S. Seattle	5626	15.86%	1,591
Seattle		Salt Lake City	5631	14.01%	1,406
Seattle		Alaska	5632	-----	-----
So. California	5,100	Riverside	5428	24.39%	1,244
So. California		San Diego	5430	21.68%	1,106
So. California		San Fernando Val	5426	19.83%	1,011
So. California		San Gabriel	5424	17.63%	899
So. California		W. Los Angeles	5425	16.46%	840
St. Louis	4,856	Little Rock	6923	22.27%	1,082
St. Louis		Paducah	6937	20.15%	978
St. Louis		Memphis	6925	20.02%	972
St. Louis		St. Louis	6924	19.46%	945
St. Louis		Nashville	6939	18.09%	879
Winston-Salem	7,489	Knoxville	2135	18.47%	1,383
Winston-Salem		Winston-Salem	2126	17.85%	1,337
Winston-Salem		Charlotte	2137	16.23%	1,215
Winston-Salem		Raleigh	2124	16.15%	1,210
Winston-Salem		Asheville	2127	15.84%	1,186
Winston-Salem		Charleston SC	2133	15.46%	1,158
NOTE: Workplan regional recommendations are based on the current allocation model.					
7-11 stores are not included in these recommendations. Additionally, we assumed that					
The recommendations for No. California and Seattle excluded Hawaii and Alaska respectively.					

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Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

DORAL WorkPlan Allocation Recommendations by Division

Region	Regional Workplan Allocation	Division	Div #	Upside Sticks	Upstks %US	% of Regional Opportunity	Rec SKUs per Workplan Event by Division
Atlanta	10,715	Birmingham	2224	24,194	0.93%	16.19%	1,735
Atlanta		N Atlanta	2226	20,734	0.80%	13.87%	1,487
Atlanta		S. Atlanta	2228	24,313	0.93%	16.27%	1,743
Atlanta		Panama City FL	2230	28,913	1.11%	19.35%	2,073
Atlanta		Huntsville	2232	23,288	0.89%	15.58%	1,669
Atlanta		Macon	2233	28,013	1.07%	18.74%	2,008
Boston	1,003	Portland ME	1122	24,420	0.94%	28.57%	287
Boston		N. Boston	1126	13,846	0.53%	16.20%	162
Boston		S. Boston	1128	16,877	0.65%	19.74%	198
Boston		New Bedford	1130	14,970	0.57%	17.51%	176
Boston		Hartford	1131	15,362	0.59%	17.97%	180
Buffalo	3,858	Syracuse	1622	29,834	1.14%	30.13%	1,162
Buffalo		Albany	1623	19,701	0.76%	19.90%	768
Buffalo		Buffalo	1626	29,088	1.12%	29.38%	1,133
Buffalo		Nashua NH	1636	20,395	0.78%	20.60%	795
Chicago	4,259	E. Chicago	6224	22,630	0.87%	18.48%	787
Chicago		W. Chicago	6230	13,756	0.53%	11.23%	478
Chicago		Milwaukee	6232	20,084	0.77%	16.40%	699
Chicago		C. Chicago	6234	11,561	0.44%	9.44%	402
Chicago		Davenport	6238	28,408	1.09%	23.20%	989
Chicago		Des Moines	6239	26,002	1.00%	21.24%	904
Cincinnati	11,955	Columbus	1824	25,146	0.96%	16.03%	1,916
Cincinnati		Cincinnati	1828	31,797	1.22%	20.27%	2,423
Cincinnati		Lexington	1834	34,866	1.34%	22.23%	2,657
Cincinnati		Louisville	1837	35,371	1.36%	22.55%	2,697
Cincinnati		Indianapolis	1838	29,687	1.14%	18.92%	2,262
Dallas	16,993	Dallas	2625	25,067	0.96%	14.17%	2,408
Dallas		Ft. Worth	2628	24,069	0.92%	13.60%	2,312
Dallas		Jackson	2629	30,813	1.18%	17.42%	2,960
Dallas		Lafayette	2635	33,960	1.30%	19.20%	3,262
Dallas		Shreveport	2636	30,079	1.15%	17.00%	2,888
Dallas		New Orleans	2637	32,932	1.26%	18.61%	3,163
Denver	6,038	Kansas City	6625	30,389	1.17%	19.86%	1,199
Denver		Omaha	6629	31,160	1.20%	20.36%	1,229
Denver		Tulsa	6631	30,914	1.19%	20.20%	1,220
Denver		Denver	6632	31,244	1.20%	20.41%	1,232
Denver		E. Oklahoma City	6633	29,345	1.13%	19.17%	1,158
Detroit	4,513	Grand Rapids	6722	24,400	0.94%	18.81%	849
Detroit		Flint	6724	23,758	0.91%	18.32%	827
Detroit		E. Detroit	6728	16,990	0.65%	13.10%	591
Detroit		W. Detroit	6730	16,927	0.65%	13.05%	589
Detroit		Lansing	6732	20,996	0.81%	16.19%	730
Detroit		Ft. Wayne	6737	26,642	1.02%	20.54%	927
Florida	15,839	Tampa	2326	33,566	1.29%	20.42%	3,235
Florida		West Palm Beach	2328	23,002	0.88%	14.00%	2,217
Florida		Miami	2330	17,983	0.69%	10.94%	1,733
Florida		Sarasota	2332	28,915	1.11%	17.59%	2,787
Florida		Orlando	2335	28,493	1.09%	17.34%	2,746
Florida		Jacksonville	2337	32,381	1.24%	19.70%	3,121
Houston	12,498	N. Houston	5826	24,504	0.94%	14.11%	1,763
Houston		S. Houston	5828	22,198	0.85%	12.78%	1,597
Houston		Phoenix	5829	28,091	1.08%	16.17%	2,021
Houston		Austin	5831	23,070	0.88%	13.28%	1,660
Houston		San Antonio	5832	28,146	1.08%	16.20%	2,025
Houston		Abilene	5834	25,346	0.97%	14.59%	1,823
Houston		El Paso	5836	22,362	0.86%	12.87%	1,609
Minneapolis	3,224	Green Bay	6322	24,795	0.95%	16.02%	517
Minneapolis		St. Paul	6324	24,804	0.95%	16.03%	517
Minneapolis		Minneapolis	6326	22,888	0.88%	14.79%	477
Minneapolis		Sioux Falls	6334	26,578	1.02%	17.17%	554
Minneapolis		Fargo	6336	26,125	1.00%	16.88%	543

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

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Minneapolis		Billings	6338	29,569	1.13%	19.11%	616
New York	1,194	Jersey City	1221	10,249	0.39%	14.06%	168
New York		Yonkers	1222	10,859	0.42%	14.90%	178
New York		Nassau	1223	11,220	0.43%	15.40%	184
New York		Manhattan	1224	9,493	0.36%	13.03%	156
New York		Brooklyn	1225	9,677	0.37%	13.28%	159
New York		N. Jersey	1226	10,307	0.40%	14.14%	168
New York		Queens	1229	11,068	0.42%	15.19%	181
No. California	1,389	Bakersfield	5121	24,036	0.92%	23.52%	327
No. California		San Francisco	5124	23,198	0.89%	22.70%	315
No. California		Oakland	5126	14,550	0.56%	14.24%	198
No. California		San Jose	5128	17,946	0.69%	17.56%	244
No. California		Fresno	5130	22,464	0.86%	21.98%	305
No. California		Hawaii	5132	0	0.00%	0.00%	0
Philadelphia	1,317	Baltimore	1322	17,152	0.66%	22.78%	300
Philadelphia		Philadelphia	1326	17,577	0.67%	23.35%	307
Philadelphia		Central Jersey	1330	12,151	0.47%	16.14%	213
Philadelphia		N. Philadelphia	1332	14,956	0.57%	19.87%	262
Philadelphia		S. Jersey	1334	13,446	0.52%	17.86%	235
Pittsburgh	5,320	Canton OH	1729	28,483	1.09%	23.73%	1,262
Pittsburgh		N. Pittsburgh	1730	24,486	0.94%	20.40%	1,085
Pittsburgh		S. Pittsburgh	1732	23,838	0.91%	19.86%	1,056
Pittsburgh		Cleveland	1733	19,943	0.76%	16.61%	885
Pittsburgh		Harrisburg	1738	23,287	0.89%	19.41%	1,032
Richmond	7,547	Roanoke	2925	26,456	1.01%	18.88%	1,425
Richmond		Alexandria	2926	16,095	0.62%	11.49%	867
Richmond		Norfolk	2927	23,198	0.89%	16.56%	1,249
Richmond		Fayetteville	2934	32,188	1.23%	22.97%	1,734
Richmond		Charleston WV	2936	42,189	1.62%	30.11%	2,272
Seattle	2,582	S. Seattle	5626	20,339	0.78%	16.78%	433
Seattle		Portland	5628	26,491	1.02%	21.86%	564
Seattle		Spokane	5630	29,450	1.13%	24.30%	627
Seattle		Salt Lake City	5631	20,185	0.77%	16.66%	431
Seattle		Alaska	5632	0	0.00%	0.00%	0
Seattle		Boise	5634	24,723	0.95%	20.40%	527
So. California	1,682	San Gabriel	5424	15,901	0.61%	19.34%	325
So. California		W. Los Angeles	5425	13,617	0.52%	16.56%	279
So. California		San Fernando Val	5426	14,458	0.55%	17.59%	296
So. California		Riverside	5428	19,232	0.74%	23.40%	393
So. California		San Diego	5430	18,994	0.73%	23.11%	389
St. Louis	8,068	Little Rock	6923	32,435	1.24%	20.76%	1,675
St. Louis		St. Louis	6924	27,601	1.06%	17.66%	1,425
St. Louis		Memphis	6925	31,474	1.21%	20.14%	1,625
St. Louis		Paducah	6937	35,977	1.38%	23.02%	1,858
St. Louis		Nashville	6939	28,768	1.10%	18.41%	1,485
Winston-Salem	16,183	Raleigh	2124	27,477	1.05%	16.02%	2,592
Winston-Salem		Winston-Salem	2126	32,086	1.23%	18.71%	3,027
Winston-Salem		Asheville	2127	29,260	1.12%	17.06%	2,760
Winston-Salem		Charleston SC	2133	27,120	1.04%	15.81%	2,559
Winston-Salem		Knoxville	2135	29,866	1.15%	17.41%	2,818
Winston-Salem		Charlotte	2137	25,727	0.99%	15.00%	2,427

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Divisional Business Building Opportunity

DIVISION UP APPROACH

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CAMEL Divisional Allocations

SCENARIO:	Priority Based Limits									
		SKU Recommendations								
								Summary Totals		Region Totals	
REGION	DIVISION	75-99	100-149	150-249	250-399	400-599	600+	SKUs	Offers	SKUs	Offers
Total U.S.		9,614	40,877	44,787	37,610	16,538	11,961	161,387	3,227,740		
Boston	Portland ME	27	355	243	272	120	96	1,113	22,260	4,723	94,460
	N. Boston	96	404	219	62	25	8	814	16,280		
	S. Boston	72	347	312	96	34	23	884	17,680		
	New Bedford	92	457	299	101	25	10	984	19,680		
	Hartford	69	329	309	140	55	26	928	18,560		
New York	Jersey City	258	250	154	71	16	11	760	15,200	5,529	110,580
	Yonkers	200	170	172	86	22	9	659	13,180		
	Nassau	44	235	242	131	41	25	718	14,360		
	Manhattan	60	293	255	122	26	11	767	15,340		
	Brooklyn	54	247	250	101	39	13	704	14,080		
	N. Jersey	92	212	203	113	22	4	646	12,920		
	Queens	305	546	269	112	35	8	1,275	25,500		
Philadelphia	Baltimore	54	289	254	219	132	132	1,080	21,600	3,838	76,760
	Philadelphia	60	258	235	60	17	7	637	12,740		
	Central Jersey	43	290	226	130	46	6	741	14,820		
	N. Philadelphia	40	196	214	121	34	9	614	12,280		
	S. Jersey	49	312	246	123	30	6	766	15,320		
Buffalo	Syracuse	111	451	362	384	152	217	1,677	33,540	5,315	106,300
	Albany	75	431	385	309	230	56	1,486	29,720		
	Buffalo	168	440	248	255	128	84	1,323	26,460		
	Nashua NH	52	251	187	237	57	45	829	16,580		
Pittsburgh	Canton OH	98	277	616	1,055	658	682	3,386	67,720	9,955	199,100
	N. Pittsburgh	67	316	298	572	285	488	2,026	40,520		
	S. Pittsburgh	58	239	214	360	180	228	1,279	25,580		
	Cleveland	97	289	287	396	108	105	1,282	25,640		

Source: https://www.industrydocuments.ucsf.edu/docs/zsbn0000

	Harrisburg	93	468	364	408	250	399	1,982	39,640		
Cincinnati	Columbus	81	296	714	1,180	848	612	3,731	74,620	15,375	307,500
	Cincinnati	57	325	734	905	483	187	2,691	53,820		
	Lexington	30	208	233	456	175	96	1,198	23,960		
	Louisville	44	239	325	564	296	203	1,671	33,420		
	Indianapolis	64	570	1,221	2,076	1,341	812	6,084	121,680		
Winston-Salem	Raleigh	58	399	313	282	87	30	1,169	23,380	7,530	150,600
	Winston-Salem	96	389	329	390	87	87	1,378	27,560		
	Asheville	82	255	258	276	105	63	1,039	20,780		
	Charleston SC	67	414	381	286	159	78	1,385	27,700		
	Knoxville	61	323	316	342	108	66	1,216	24,320		
	Charlotte	60	431	398	304	87	63	1,343	26,860		
Atlanta	Birmingham	117	337	222	58	25	14	773	15,460	6,592	131,840
	N Atlanta	68	380	374	150	51	17	1,040	20,800		
	S. Atlanta	117	390	309	336	138	60	1,350	27,000		
	Panama City FL	146	469	366	294	68	30	1,373	27,460		
	Huntsville	84	310	286	89	22	13	804	16,080		
	Macon	85	419	267	286	117	78	1,252	25,040		
Florida	Tampa	68	305	331	525	210	132	1,571	31,420	8,693	173,860
	West Palm Beach	35	427	302	246	90	24	1,124	22,480		
	Miami	68	326	123	27	3	5	552	11,040		
	Sarasota	41	312	369	840	335	224	2,121	42,420		
	Orlando	61	354	401	594	260	272	1,942	38,840		
	Jacksonville	164	401	320	324	108	66	1,383	27,660		
Dallas	Dallas	120	432	338	140	105	66	1,201	24,020	6,023	120,460
	Ft. Worth	84	430	315	94	21	29	973	19,460		
	Jackson	148	326	205	110	39	24	852	17,040		
	Lafayette	126	399	229	138	57	48	997	19,940		
	Shreveport	153	371	243	162	60	75	1,064	21,280		
	New Orleans	90	359	244	120	99	24	936	18,720		
Richmond	Roanoke	89	394	252	285	90	60	1,170	23,400	6,132	122,640
	Alexandria	92	368	371	345	108	108	1,392	27,840		

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	Norfolk	125	524	486	242	96	66	1,539	30,780		
	Fayetteville	106	481	313	142	27	11	1,080	21,600		
	Charleston WV	49	263	211	236	123	69	951	19,020		
No. California	Bakersfield	41	256	658	800	504	204	2,463	49,260	10,580	211,600
	San Francisco	16	700	1,160	798	407	289	3,370	67,400		
	Oakland	37	373	424	198	30	12	1,074	21,480		
	San Jose	49	351	426	174	42	24	1,066	21,320		
	Fresno	35	652	837	612	261	210	2,607	52,140		
So. California	San Gabriel	55	376	229	81	15	3	759	15,180	5,719	114,380
	W. Los Angeles	59	353	211	72	21	7	723	14,460		
	San Fernando Val	80	312	470	252	51	27	1,192	23,840		
	Riverside	53	304	610	388	133	120	1,608	32,160		
	San Diego	106	415	604	243	36	33	1,437	28,740		
Seattle	S. Seattle	97	798	1,172	488	180	144	2,879	57,580	12,890	257,800
	Portland	302	1,287	1,355	567	351	546	4,408	88,160		
	Spokane	81	616	724	336	77	90	1,924	38,480		
	Salt Lake City	186	516	920	504	28	132	2,286	45,720		
	Boise	68	340	556	288	84	57	1,393	27,860		
Houston	N. Houston	64	465	328	76	19	27	979	19,580	8,644	172,880
	S. Houston	67	649	418	119	22	19	1,294	25,880		
	Phoenix	96	336	866	1,225	308	88	2,919	58,380		
	Austin	108	490	275	165	12	18	1,068	21,360		
	San Antonio	232	783	301	60	30	15	1,421	28,420		
	Abilene	60	192	91	63	28	40	474	9,480		
	El Paso	116	188	96	45	16	28	489	9,780		
Chicago	E. Chicago	56	257	237	618	288	174	1,630	32,600	8,209	164,180
	W. Chicago	30	242	297	157	96	51	873	17,460		
	Milwaukee	33	269	347	489	189	51	1,378	27,560		
	C. Chicago	61	452	349	143	32	22	1,059	21,180		
	Des Moines	208	404	852	696	368	741	3,269	65,380		
Minneapolis	Green Bay	61	235	197	294	135	51	973	19,460	8,773	175,460
	St. Paul	80	225	528	500	672	234	2,239	44,780		

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	Minneapolis	85	722	981	756	369	182	3,095	61,900		
	Sioux Falls	97	161	136	42	15	6	457	9,140		
	Fargo	50	172	220	60	24	30	556	11,120		
	Billings	89	216	423	396	160	169	1,453	29,060		
Denver	Kansas City	81	341	1,065	770	304	247	2,808	56,160	12,782	255,640
	Omaha	126	368	556	256	132	110	1,548	30,960		
	Tulsa	196	740	1,252	688	252	76	3,204	64,080		
	Denver	129	573	1,044	1,180	231	187	3,344	66,880		
	E. Oklahoma Cit	137	449	670	384	168	70	1,878	37,560		
Detroit	Grand Rapids	63	347	596	477	159	39	1,681	33,620	8,060	161,200
	Flint	103	274	225	101	18	5	726	14,520		
	E. Detroit	6	291	333	135	54	7	826	16,520		
	W. Detroit	101	366	261	105	32	-5	870	17,400		
	Lansing	39	368	345	141	42	21	956	19,120		
	Ft. Wayne	35	222	714	1,038	576	416	3,001	60,020		
St. Louis	Little Rock	58	251	157	195	112	72	845	16,900	6,025	120,500
	St. Louis	48	274	388	630	210	123	1,673	33,460		
	Memphis	104	312	207	220	147	51	1,041	20,820		
	Paducah	57	320	204	423	174	120	1,298	25,960		
	Nashville	103	296	310	282	129	48	1,168	23,360		

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